

FOR PUBLIC POSTING



CITY OF FREDERICKSBURG, VIRGINIA

COURTHOUSE AND COURT FACILITIES PPEA DESIGN AND CONSTRUCTION

CONCEPTUAL PHASE

VOLUME 1

Qualifications & Experience, Project Financing & Other Factors

Closing Date: March 1, 2011

Submitted by:



The Hensel Phelps Design-Build Team

Hensel Phelps Construction Co. | BioRealty, Inc. | Fentress Architects | Herlong Associates Inc



Hensel Phelps Construction Co.

Eastern Division

4437 Brookfield Corporate Drive
Suite 207
Chantilly, Virginia 20151-3712
703.828.3200
703.802.1580 (Fax)

March 1, 2011

The City Manager
City of Fredericksburg
715 Princess Anne Street, Room 203
Fredericksburg, Virginia 22401

Subject: Conceptual Stage Proposal | Fredericksburg Courthouse and Court Facilities

Dear City Manager and the Selection Committee:

The Hensel Phelps Design-Build Team, comprised of Hensel Phelps Construction Co., BioRealty, Inc., Fentress Architects and Herlong Associates Inc is pleased to submit twelve (12) copies and one (1) CD-ROM of its Conceptual Stage Proposal (Volumes 1 and 2) for Fredericksburg Courthouse and Court Facilities, in accordance with the Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA) adopted by the City of Fredericksburg, Virginia.

IDENTIFICATION OF OFFEROR & PERSONS AUTHORIZED TO NEGOTIATE THIS CONTRACT

Hensel Phelps Construction Co.	Telephone:	703.828.3200
4437 Brookfield Corporate Drive, Suite 207	Facsimile:	703.828.1580
Chantilly, VA 20151		

S. Brent Helmandollar, DBIA, Director of
Project Development & Planning

Steve J. Speer, Vice President/ District Manager

Email : shelmandollar@henselphelps.com

Email: sspeer@henselphelps.com

ACKNOWLEDGEMENT OF ADDENDUMS

Addendum **1**, dated December 17, 2010; Addendum **2**, dated January 19, 2011; Addendum **3**, dated February 16, 2011

STATEMENT OF OFFERORS INTENT

If selected as the design-build entity, Hensel Phelps Construction Co. will enter into a contract with the City of Fredericksburg to deliver this project. Hensel Phelps further agrees to comply with all terms, conditions, and provisions, included in the solicitation.

On behalf of the entire Hensel Phelps Design-Build Team, we look forward to the opportunity of participating in the Detailed Review Stage for this important project for the City of Fredericksburg.

Sincerely,

S. Brent Helmandollar/ss

S. Brent Helmandollar, DBIA
Director of Project Development and Planning

PERFORMANCE!



Tab A | Executive Summary



A. Executive Summary

Why this Project?

Hensel Phelps Construction Co. (Hensel Phelps) was first made aware of the Fredericksburg Courthouse and Court Facilities PPEA opportunity several months before its issuance and decided to employ our formal Go/No-Go process of evaluation, which determines if the project aligns with all evaluation criteria of a successful project. A successful project has multiple attributes which enhance our ability to provide the end-user and owner with an innovative, high-quality and cost-effective solution that is sensitive to all stakeholders including the community. The true measure of success is realized following project completion when our input and services are valued and ultimate client satisfaction is achieved.

The attributes that attracted Hensel Phelps attention to your Courthouse project were:

- It shares similarities to our current design-build Courthouse project in Spotsylvania, Virginia
- It mirrors our extensive resume of courthouses nation-wide
- Key staff with current design-build experience would be available at the time of award (onsite team from Spotsylvania Courthouse project)
- The Project is unique in regard to its potential for positive historic attributes which align with recently completed historical projects within the region
- Design-build is our preferred method of delivery
- Our designer of choice, Fentress Architects, with over 30 years of relevant courthouse experience with our firm was intrigued with the Project and excited about the opportunity
- A perfectly-aligned professional teaming opportunity was created when Herlong Associates Inc and Fentress Architects met to formally discuss their design philosophies
- Herlong Associates Inc provided extensive local knowledge of the City of Fredericksburg and its nuances in regard to history, architectural consistency, and the local entitlement process
- The RFP encouraged an innovative thought process in regard to solving multiple City of Fredericksburg challenges
- Hensel Phelps has the desire to positively impact the local communities in which we work

Why Our Team?

The professional partners selected by Hensel Phelps are complimentary of one another in regard to their areas of technical expertise and availability of resources.

Fentress Architects offers an extensive portfolio of civic projects with Hensel Phelps that includes multiple courthouse facilities, and has experienced professionals available to support the effort. Their portfolio demonstrates an ability to create humanistic architecture that respects its context. Fentress Architects immediately realized the intrinsic value of creating a professional partnership with Herlong Associates Inc which





facilitated meaningful and productive roles for both firms, while achieving and maintaining the City of Fredericksburg's history, identity and local fabric.

Many attributes lead to the selection of Herlong Associates Inc, but above all else, their sincere passion for complimenting the City of Fredericksburg's architectural history, while upholding the importance of civic duty in regard to use of existing city assets, as well as being financially responsible to the community in which they work and live. These attributes convinced us that they brought priceless intangibles to the team that the City of Fredericksburg will draw upon for a comprehensive and well-formulated solution. In turn, Dana and Raymond Herlong were convinced that this team had embraced their passions in regard to the City of Fredericksburg and the need for a conscientious solution to the City's plan for a consolidated court facility, while being sensitive to citizens' concerns.

Our Development partner, BioRealty, Inc. brings past PPEA experience and an open book philosophy that aligns with the City of Fredericksburg's need to keep citizens' apprised of capital expenditures. Our current experience with BioRealty on a PPEA project for George Mason University solidified our view of their willingness to be both creative and flexible in regard to the needs of the client. The innovative solution provided within this proposal for financing and payment has, once again, demonstrated their ability to provide solutions to meet the needs of public entities that have a requirement for new facilities, but wish to provide the needed facilities without impacting their borrowing capacity or resulting in new debt.

Why Our Concept?





Herlong Associates' "Concept H" was presented as an alternative to City Council in August 2010, then included as a viable concept in the RFP. The Hensel Phelps Design-Build Team (the Team) evaluated all potential Concepts, choosing the positive attributes of Concept H to further develop and expand its components. During the Conceptual Phase development, the Team constantly vetted the positives of the evolving concept becoming energized and excited about the potential outcome for the City.

A brief summary of the direct and indirect reasons that our Concept brings the most value to the City, and its citizens, include:

1. Over time, as the addition of remote and separate courts facilities became necessary, there has been a loss in the overall operational efficiency of the Fredericksburg court system. As would be logically concluded, operational costs rise as efficiency is decreased. Some of the sacrifices and challenges created by separate facilities and reconciled by our Concept include: communication efficiencies; security efficiencies related to public screening and transfer of detainees; and building operational and maintenance costs.
2. Since the courts of Fredericksburg's jurisdiction began with a single building bolstering a centralized civic identity over 270 years ago, the functions and identity have become fractured into five locations. This Concept returns, to the citizens, a centralized civic identity that provides space for 8 courtrooms, in lieu of the 5 required, which extends the useful life of the consolidated courts facility well beyond the year 2030, as required by the RFP. Quick projections indicate that our 8 courtroom facility will allow for a centralized civic identity through the year 2060.
3. Our Concept allows the existing courts to remain fully-operational with only one disruption occurring when relocation takes place to the New Consolidated Courthouse.
4. The proposed Concept provides the fastest delivery of a fully-consolidated courthouse compared to previously approved Council schemes. Tenants requiring relocation to facilitate demolition of the Executive Plaza will utilize existing vacant facilities before reconsolidation occurs in the New Consolidated Courthouse. Our Concept does not require acquisition of property, design, entitlements, and construction of new facilities for relocation of existing City entities to create the required site area to construct a New Consolidated Courthouse. Even though our Concept requires the purchase of private property and the demolition of Executive Plaza, the Team, after fully investigating and understanding the required review and entitlement process, has realized that we are proposing the most advantageous plan in regard to time. Plainly, it is in this Team's, and the City's, best interest to conduct the required approvals and entitlements only once for this project. Our Concept requires only one set of approvals and entitlements.

This Concept provides a substantially complete consolidated courthouse by July, 26, 2013.



5. The proposed Concept eliminates the Executive Plaza (AKA “Big Ugly”), thus fulfilling the prior commitment by City Council to remove the structure. With the New Consolidated Courthouse utilizing the Executive Plaza site, a minimal net increase of City maintained space is realized as the new facility (106,000 s.f.) replaces the inefficient Executive Plaza (42,000 s.f.), resulting in a net increase of only 64,000 s.f.
6. The Downtown Garage is currently underutilized and the potential revenue generated by this structure is not available for city use in other areas. Our Concept, being immediately adjacent to the Downtown Garage will inherently increase the usage of this City asset, ultimately maximizing revenue potential for the City. The Concept provides for uninterrupted use of this facility throughout the design-build process.
7. As we developed this Concept, we continually reviewed all decisions as they related to security of the public, the judiciary elements and detainee safety.
 - Public Safety: All patrons entering the facility through the single public entrance will be screened, and packages x-rayed, thus minimizing the possibility of contraband/weapons being introduced to the court facility. Our Concept provides for a single secure detainee sally port that eliminates potentially dangerous detainee interaction with the public.
 - Judiciary Security: The personal safety of the Judges is of vital concern. With this in mind, our proposed Concept provides physically and visually secure parking for all Judges leading directly to their chambers. In addition, the Concept provides continual security/separation of the Judges from the public while circulating to and from their respective chambers as well as courtrooms.
 - Detainee Safety: The Concept provides for the required separation of male, female and juvenile detainees, thereby minimizing the potential for unwanted interaction between them. The centralized ground floor holding area not only provides for inmate separation, but also is equipped for medical isolation which minimizes the potential of an infected detainee infecting other detainees, as well as the security staff. The state-of-the-art electronic security system will provide 100% digital video recording of detainees while within the New Consolidated Courthouse.
8. Recognizing that four valuable City-owned court buildings would be vacated once their occupants move to the New Consolidated Courthouse, the Team seized the opportunity to evaluate potential use options for these important city assets. Council clearly acknowledged the value of these buildings when it adopted the 2009-2014 Fredericksburg Capital Improvement Plan, which lists construction funding for the GDC and J&DR buildings, as well as the City Firing Range.



These proposed Options, which the City may exercise at its discretion, provide for the renovation and rebirth of these buildings into the same construction effort and financing package, as proposed for the New Consolidated Courthouse. Our proposal is a comprehensive solution, not for just a consolidated courthouse, but also for these important City assets which are being vacated. Options include proposed uses and upgrades to the following buildings:

1. The Renwick Building
2. GDC Building
3. J&DR Building
4. Old Jail

Approach to Financing the Project

The proposed financing plan requires no money from the City of Fredericksburg until lease payments are scheduled to begin in October of 2013, following City occupancy. The proposed schedule of lease payments is provided in Volume 1 – Section H – Cost Proposal and Project Financing.

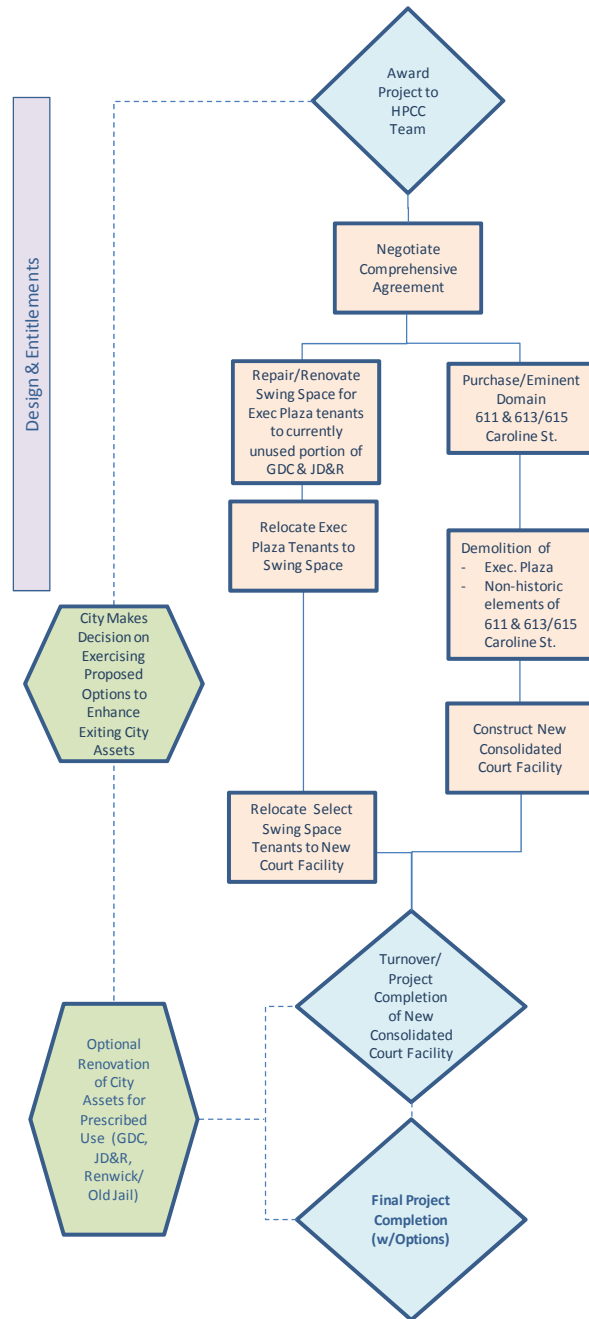
This plan does not result in debt, or a pledge of the faith, or credit of the City or any political subdivision thereof, and provides for ownership of both the building and the land to revert to the city at the end of the proposed lease term, and the City will own the property free and clear at that time.

The plan also eliminates construction risk for the City by assigning the risk to a private entity, removes the possibility of unknown or contingent liabilities, and eliminates the risk of lessor bankruptcy.

Flexibility is provided in regard to the Options proposed within our response by allowing them to be incorporated within the same financing package as the New Consolidated Courthouse and allowing the City to pay for the rehabilitation or “rebirth” of the four Option buildings within the proposed lease rate. If the Options are exercised by the City, the proposed lease rate is affected as depicted in Volume 1 – Section H – Cost Proposal and Project Financing, Tab 1 – Option(s) proposal. Options can be exercised individually.

Major Elements to Accomplish Our Plan

Providing the New Consolidated Courthouse for the City of Fredericksburg is a complex undertaking that requires multiple entities with specialized skills working in concert for the ultimate goal. To provide a thumbnail of our proposed plan without the comprehensive detail that is provided within our RFP response, we have developed the flow diagram on the following page for an executive level understanding of major elements required of our plan.



Conclusion

The Hensel Phelps Design-Build Team has expended significant time and resources in the preparation of this Conceptual Phase response. However, we are aware that the perfect design solution, as well as the perfect financial solution, can only be realized by the City of Fredericksburg and this Team when collaboration amongst all stakeholders is achieved. This collaboration, leading to modifications of the overall plan is warranted and welcomed by the professionals, representing the organizations that comprise the Hensel Phelps Design-Build Team.



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Tab C | Qualifications and Experience



- 1) Attachment A - Qualifications and Experience Form
- 2) Attachment B - Applicant Information Form
 - a) Mandatory Criteria
 - b) Project Performance(See Tabs F & G)





C. Qualifications and Experience

1) Attachment A - Qualifications and Experience Form

1	Proposer Name:	 Hensel Phelps Construction Co.
	Provide all names under which the applicant does business:	Hensel Phelps Construction Co.
	Is the Proposer related to another firm as a parent, subsidiary, or affiliate?	No.
	If yes, attach names and addresses for all affiliated, parent and/or subsidiary companies, and state the nature of each affiliation.	Not applicable.
2.	Address:	4437 Brookfield Corporate Drive, Suite 207 Chantilly, Virginia 20151
3.	Tax Identification Number (EIN/SSN)	
4	Is Proposer a corporation?	Yes
	If yes, what is the State of incorporation	Delaware, March 1982
	If not incorporated, specify method and date of organization	Not applicable.
	If a partnership, attach partnership details.	Not applicable.
5	Initial if Minority Owned Women Owned, Neither	Neither.
	If so, provide as attachment, any governmental certifications thereof.	Not applicable.
	Specify the portions of the Work that the proposer expects to subcontract.	<p>Hensel Phelps will subcontract approximately 80% of the work including but not limited to:</p> <ul style="list-style-type: none"> • Design • All Building Systems (HVAC, Electrical, TeleComm, Security, AV) • Foundations/Framing • Masonry • Sitework • Window Installation • Millwork <p>Hensel Phelps will endeavor to utilize small and local subcontractors on the above trades. Please reference <i>Tab E – Management Approach</i> for our Small & Local Business Utilization approach.</p>





<p>Specify the portions of the Work that the proposer expects to subcontract.</p>	<p>In addition, Hensel Phelps possesses the skill, willingness and workforce to perform a portion of the construction work with its own employees. Self-performance of critical specialties provides lower cost to the City of Fredericksburg, more direct control of quality, and the ability to accelerate work rapidly by adding manpower, hours or shifts. This ability to self-perform work has been a large factor in Hensel Phelps' flawless on-time delivery record.</p> <p>Hensel Phelps employs approximately 1,200 skilled craftspeople and over the last three years has averaged over 5 million self-performed labor hours each year.</p> <p>For the Fredericksburg Courthouse project, Hensel Phelps anticipates self-performing approximately 20% of the total project to include:</p> <ul style="list-style-type: none"> • Selective Demolition • Site and building concrete • Building specialties
<p>Provide contact information including name, title, phone number and email address of the person who can respond authoritatively to any questions regarding this response:</p>	<p>S. Brent Helmandollar, DBIA Director of Project Planning and Development Hensel Phelps Construction Co. Phone: 703-828-3200 Email: shelmandollar@henselphelps.com</p>
<p>6. List all companies in the Consortium of firms for this venture, and provide the following for each:</p>	
<p>a) Contractor:</p>	
<p>Hensel Phelps Construction Co.</p>	<p>Years in Business: 71 Years Size of Company (# of Employees): 2,168 Total, (492, in the Mid Atlantic)</p>
<p>b) Financing Partner</p>	
<p>BioRealty, Inc.</p>	<p>Years in Business: 6 Years Size of Company (# of Employees): 6</p>
<p>c) Design Firm(s)</p>	
<p>Fentress Architects</p>	<p>Years in Business: 30 years Size of Company (# of Employees): 160 Total (11, in Washington, DC)</p>
<p>d) Design Firm(s)</p>	
<p>Herlong Associates Inc</p>	<p>Years in Business: 32 Years Size of Company (# of Employees): 6 <i>Local Fredericksburg, Virginia Firm</i> <i>Virginia Certified Small Business (SWaM 0405 001021)</i> <i>Woman-Owned Business</i></p>



e) MEP Engineer		
Vanderweil Engineers	Years in Business: 61 Years Size of Company (# of Employees): 330 Total (23, in Alexandria VA)	
f) Civil Engineer		
Sekiv Solutions, Inc.	Years in Business: 1 year Size of Company (# of Employees): 3 Employees <i>Virginia Certified Small Business (SWaM)</i>	
g) Structural Engineer		
Woods Peacock Engineering	Years in Business: 11 Years Size of Company (# of Employees): 17 Employees	
h) Geotechnical Engineer		
Froehling & Robertson	Years in Business: 130 years Size of Company (# of Employees): 390 Employees <i>Local Fredericksburg, Virginia Office</i>	
i) Security Engineer		
Latta Technical Services	Years in Business: 22 years Size of Company (# of Employees): 9 Employees	
j) Acoustical Consultant		
Acoustical Design Collaborative	Years in Business: 28 Years Size of Company (# of Employees): 3 Employees	
k) Archaeology Consultant		
Dovetail Cultural Resource Group I, Inc.	Years in Business: 6 Years Size of Company (# of Employees): 18 Employees <i>Local Fredericksburg, Virginia Firm</i> <i>Certified Disadvantaged Business Enterprise (DBE) and Small, Woman, and Minority Business (SWAM)</i>	
7. List firm (s) that will provide completion guarantees and warranties:		
a) Firm Name	Hensel Phelps Construction Co. BioRealty, Inc. Fentress Architects	
b) Years in Business	71 years (Hensel Phelps) 6 years (BioRealty, Inc.) 30 years (Fentress Architects)	



c) Description of Guarantees and Warranties	<p>The proposed structure of the Hensel Phelps Design-Build Team facilitates multiple guarantee and warranty opportunities for the City of Fredericksburg. A description of the overall guarantees in construction, development and design are provided below.</p> <p>Construction</p> <p>Hensel Phelps as the design-builder will be ultimately responsible for design and construction that meets, or exceeds, all governing codes, PPEA RFP requirements and City restrictions. Hensel Phelps will provide a 100% payment and performance bond for the construction project. In addition to this financial assurance, Hensel Phelps will provide our Corporate Errors and Omissions Policy for design- build work. This policy is an overall umbrella of \$70,000,000 that will stand behind the Errors and Omissions policy of our lead designer, Fentress Architects. Hensel Phelps is proud to say that the policy has never been utilized in the 26 years of performing design-build work.</p> <p>In addition to the 100% payment and performance bond, Hensel Phelps requires all subcontractors with a contract value in excess of \$50,000 to provide a 100% payment & performance bond. This low-cost insurance is a small price to pay for performance assurance in today's volatile construction market. Hensel Phelps contracts only with firms that have a third party performing "behind the curtain" evaluations of the firm's financial ability to perform the project. This corporate philosophy provides the City of Fredericksburg with the utmost performance guarantee at the lowest level of exposure.</p> <p>Hensel Phelps is prepared to accept a liquidated damages clause with a defined amount to substantiate our performance ability and understanding of the project and its' inherent complexities.</p> <p>Hensel Phelps will provide standard one year warranties on all components of the facility. These warranties will be fully detailed in the Operations and Maintenance documentation that will be provided to the City of Fredericksburg prior to project completion. The final structure of the warranties will be detailed once the ownership / leasing arrangement of the facility is determined.</p>
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		<p>Development</p> <p>If the financing scenario proposed is acceptable by the City of Fredericksburg, BRI Fredericksburg Service Co., LLC, a to-be-formed affiliate of BioRealty, Inc., will serve as Development Manager for the Fredericksburg Courthouse and Courts Facilities project. BRI will also serve in a capital advisory capacity prior to construction and in a property management oversight role post-construction. As a new entity - established to facilitate the financing of this project - it will look primarily to the Hensel Phelps design-build team for the guarantees and warranties of construction. BRI Fredericksburg Service Co., LLC will also be named as an additional insured under the team's general liability and builder's risk insurance policy relating to the project.</p> <p>Designer Professional Liability Insurance</p> <p>Fentress Architects will be the principal design firm for the Project, as designer of record for the design disciplines which it performs. Fentress Architects maintains its professional liability insurance policy, with coverage in the amounts of \$2.0 million per claim and \$6.0 million annual aggregate. This coverage will provide protection from liability of Fentress Architects resulting from its negligence in performance of its architecture and engineering services. In addition, Fentress Architects will require that its consultants maintain insurance in conformance with industry standard, including the professional liability insurance policies of each of them, with coverage of a minimum of not less than \$1.0 million, issued by a carrier acceptable to Fentress Architects. The term shall include the project's duration and a subsequent discovery period of five (5) years after Substantial Completion to the extent such coverage is reasonably available at commercially affordable rates.</p>
8	List Key Personnel for this project (attach Resumes per Section 9.4.2)	See Tab D for Key Personnel Resumes
	a) Vice President & District Manager	Steven Speer, Hensel Phelps Construction Co.
	b) Financing Partner	Stan Wendzel, LEED AP, BioRealty, Inc.
	c) Design Build Project Manager	Richard Cohen, DBIA, Hensel Phelps Construction Co.
	d) Project Principal In Charge of Design	Brian Chaffee, AIA, LEED AP BD+C, Fentress Architects
	e) Project Principal	Dana W. Herlong, AIA, NCARB, Herlong Associates Inc
	f) Design Project Manager	Steven Kunin, AIA, LEED AP BD+C, Fentress Architects
	g) Project Architect	William Vinyard, RA, Fentress Architects
	h) Project Architect	Raymond Herlong, AIA, NCARB, Herlong Associates Inc
	i) Construction Project Manager	David Milford, LEED AP, Hensel Phelps
	j) Construction Superintendent	Frank Schultz, Hensel Phelps



9	List Other Team Members as proposed for this project including the following:	
	k) Civil Engineer	Stig Owens, PA, LEED AP, Sekiv Solutions
	l) Civil Project Manager	Shannon Browning, Sekiv Solutions
	m) Structural Engineer	Theron Peacock, PE, Woods Peacock Engineering
	n) Geotechnical Engineer	J. David Gibbs, EIT, Froehling & Robertson
	o) Mechanical Engineer	Sam Bohsali, PE, Vanderweil
	p) Electrical Engineer	Robert Russell, LEED AP, Vanderweil
	q) Security Consultant	Igor Abadzic, Latta Technical Services
	r) Acoustical Consultant	Neil Thompson Shade, Acoustical Design Collaborative
	s) Archaeology Consultant	Kerri Saige Barile, Ph.D., Principal Investigator
	t) Financing – Project Manager	Peter McCawley, BioRealty, Inc.



C. Qualifications and Experience

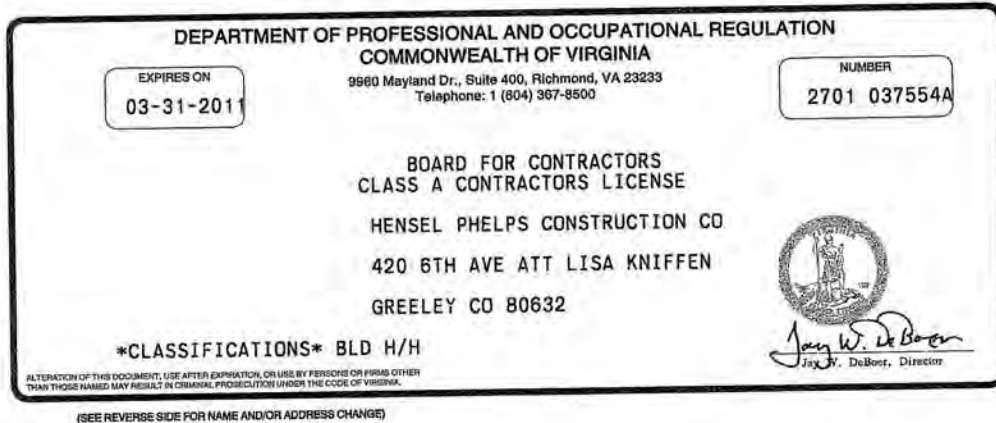
2) Attachment B - Applicant Information

A. Mandatory Criteria

1	Responsiveness to Request for Proposals:	Hensel Phelps Construction Co. has completed all required attachments and requested information as noted in Sections 8.0 – Mandatory Criteria (minimum qualifications) and 14.0 – Proposal Content of the RFP issued by the City of Fredericksburg, VA.
2	Debarment Status:	
	Has the applicant, or any affiliate, ever been the subject of any of the following actions:	
	a. Debarment	No.
	b. Deletion from a Prequalified Bidders List	No.
	c. Other action which resembles debarment. If yes, provide details on a separate sheet for each instance.	No.
3.	License	
	Attach copies of the Proposer's Commonwealth of Virginia Contractor's and Architect's Licenses.	See Pages 15 & 16 of this Attachment B
3.	Bonding Capacity / Statement	
	Attached a signed statement from applicant's Surety stating that, based on present circumstances, the Surety will provide performance and payment bonds for the Proposer in connection with the Project.	See Pages 17-19 of this Attachment B
	Total Bonding Capacity:	\$350 Million, per project. \$4.5 Billion Aggregate
	Available Bonding Capacity:	\$1.5 Billion



Hensel Phelps Construction Co. – Current Virginia General Contractor’s License



Fentress Architects – Current Virginia Professional License



(POCKET CARD) COMMONWEALTH OF VIRGINIA
BOARD FOR APPLSCIDLA
ARCHITECT LICENSE
NUMBER: 0401012394 EXPIRES: 12-31-2011

BRIAN HAROLD CHAFFEE
FENTRESS ARCHITECTS, LTD
1350 CONNECTICUT AVE NW #1250
WASHINGTON, DC 20036



(DETACH HERE)
DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
9900 Mayland Dr., Suite 400, Richmond, VA 23233

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Herlong Associates, Inc. – Current Virginia Professional Licenses

**DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION
COMMONWEALTH OF VIRGINIA**

EXPIRES ON
12-31-2011

9960 Mayland Dr., Suite 400, Richmond, VA 23233
Telephone: (804) 367-8500

NUMBER
0405001021

BOARD FOR ARCHITECTS, PROFESSIONAL ENGINEERS, LAND SURVEYORS, CERTIFIED INTERIOR DESIGNERS
AND LANDSCAPE ARCHITECTS
PROFESSIONAL CORPORATION REGISTRATION

PROFESSIONS: ARC

HERLONG ASSOCIATES INC
PO BOX 68
FREDERICKSBURG, VA 22404-0068




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COMMONWEALTH OF VIRGINIA**

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08-31-2011

9960 Mayland Dr., Suite 400, Richmond, VA 23233
Telephone: 1 (804) 367-8500

NUMBER
0401008085

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AND LANDSCAPE ARCHITECTS
ARCHITECT LICENSE

DANA WRENN ARNOLD HERLONG
HERLONG ASSOCIATES INC
PO BOX 68
FREDERICKSBURG, VA 22404-0068




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COMMONWEALTH OF VIRGINIA**

EXPIRES ON
07-31-2011

9960 Mayland Dr., Suite 400, Richmond, VA 23233
Telephone: 1 (804) 367-8500

NUMBER
0401007376

BOARD FOR ARCHITECTS, PROFESSIONAL ENGINEERS, LAND SURVEYORS, CERTIFIED INTERIOR DESIGNERS
AND LANDSCAPE ARCHITECTS
ARCHITECT LICENSE

RAYMOND LOUIS HERLONG
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FREDERICKSBURG, VA 22401




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Bonding Capacity of Hensel Phelps Construction Co.



6060 South Willow Drive, Suite 200
Greenwood Village, CO 80111

Phone Number (720) 200-8423
Fax Number (720) 200-8398

February 16, 2011

The City Manager
City of Fredericksburg
715 Princess Anne Street, Room 203
P.O. Box 7447
Fredericksburg, VA 22401
Attn: Mr. Robert K. Antozzi, Ed.D., CPRP

RE: Request for Proposals for Courthouse and Court Facilities PPEA Design and Construction Conceptual Phase
Fredericksburg, Virginia

Dear Mr. Antozzi:

Travelers Casualty and Surety Company, Hartford, CT, (NAIC #19038, A.M. Best rating A+, XV) a subsidiary of The Travelers Companies, Inc., has extended surety credit to Hensel Phelps Construction Co. and its affiliated companies for more than 50 years in connection with contracts aggregating billions of dollars. It is our opinion that Hensel Phelps Construction Co. is one of the outstanding design-build and general construction organizations in the United States. Their skill, integrity, and financial responsibility are unquestioned.

Our established work program for Hensel Phelps Construction Co. authorizes this organization to bid contracts with performance and payment bond obligations up to \$350 Million per project as part of a total \$4.5 Billion aggregate backlog of work. Hensel Phelps Construction Co. has bonding capability in excess of \$55 Million for the captioned project, coincidently with current and anticipated workloads. Should you enter into a contract with Hensel Phelps Construction Co., it is our present intention to provide 100% performance and payment bonds as required.

Please note this authorization is subject to our standard underwriting throughout the proposal process, including a review of acceptable bond forms, contract financing, contract terms, and other standard underwriting considerations.

If you have any questions please contact the surety company or the surety agent:

Richard C. Schultz, Vice President, Travelers Casualty and Surety Company
P.O. Box 173713, Denver, CO 80217, (800) 525-8552

William C. Bensler, Flood and Peterson Insurance, Inc.
P.O. Box 578, Greeley, CO 80632, (800) 356-2295

Sincerely,

Katherine E. Dill, Attorney-in-Fact
Travelers Casualty and Surety Company



WARNING: THIS POWER OF ATTORNEY IS INVALID WITHOUT THE RED BORDER



POWER OF ATTORNEY

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company

Attorney-In Fact No. 221437

Certificate No. 003223913

KNOW ALL MEN BY THESE PRESENTS: That St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company and St. Paul Mercury Insurance Company are corporations duly organized under the laws of the State of Minnesota, that Farmington Casualty Company, Travelers Casualty and Surety Company, and Travelers Casualty and Surety Company of America are corporations duly organized under the laws of the State of Connecticut, that United States Fidelity and Guaranty Company is a corporation duly organized under the laws of the State of Maryland, that Fidelity and Guaranty Insurance Company is a corporation duly organized under the laws of the State of Iowa, and that Fidelity and Guaranty Insurance Underwriters, Inc., is a corporation duly organized under the laws of the State of Wisconsin (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint

Donald B. Martin, Darlene Krings, William C. Bensler, Kelly T. Urwiller, Diane F. Clementson, Valerie R. Coffin, Anthony P. Stimac, Royal R. Lovell, Jennifer Winter, Russell D. Lear, Katherine E. Dill, Brandi J. Tetley, and K'Anne E. Vogel

of the City of Greeley, State of Colorado, their true and lawful Attorney(s)-in-Fact, each in their separate capacity if more than one is named above, to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 10th day of September, 2009.

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company



State of Connecticut
City of Hartford ss.

By: George W. Thompson
George W. Thompson, Senior Vice President

On this the 10th day of September, 2009, before me personally appeared George W. Thompson, who acknowledged himself to be the Senior Vice President of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

In Witness Whereof, I hereunto set my hand and official seal.
My Commission expires the 30th day of June, 2011.



Marie C. Tetreault
Marie C. Tetreault, Notary Public

58440-4-09 Printed in U.S.A.

WARNING: THIS POWER OF ATTORNEY IS INVALID WITHOUT THE RED BORDER



WARNING: THIS POWER OF ATTORNEY IS INVALID WITHOUT THE RED BORDER

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, which resolutions are now in full force and effect, reading as follows:

RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

FURTHER RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

FURTHER RESOLVED, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

FURTHER RESOLVED, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, Kori M. Johanson, the undersigned, Assistant Secretary, of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 16 day of February, 2011.


Kori M. Johanson, Assistant Secretary



To verify the authenticity of this Power of Attorney, call 1-800-421-3880 or contact us at www.travelersbond.com. Please refer to the Attorney-In-Fact number, the above-named individuals and the details of the bond to which the power is attached.

WARNING: THIS POWER OF ATTORNEY IS INVALID WITHOUT THE RED BORDER



Applicant Information

B. Qualifications & Experience

1	Project Performance	See Tabs F & G for Attachments C & D, respectively
	a. Using a separate copy of Attachment C or D for each project, provide details of five (5) or more past projects that are most similar in size and scope to the Project.	See Tabs F & G
	Provide details explaining how the firm or firms involved have current resources available to perform this project.	See Tabs F & G
	b. Attach a list of any other relevant projects in the last five (5) years with a contract value greater than \$20 million.	See Tabs F & G
	c. Preferred Construction Experience – Provide on Attachment C.	See Tabs F
	d. Preferred Design Experience – Provide on Attachments D.	See Tabs G
	e. Design/Build Team Experience – Provide on Attachments C and D.	See Tabs F & G
2.	Personnel Qualifications/Experience	See Tab D for Key Personnel Resumes
	<p>Attach resumes of Design/Build Project Manager, Design Project Manager, Project Architect, Construction Project Manager and Construction Superintendent. Emphasize years of design or construction experience, last employer, last position, and experience on similar projects. Higher consideration will be given in the evaluation if the key personnel have worked together on previous successful projects, have demonstrated experience on projects similar in type and scope to the Project, i.e., Courthouse design and construction, and have completed LEED certified or higher projects.</p> <p>Attach resumes of other team members including Civil Engineer, Project Architect, Mechanical Engineer, Electrical Engineer and Security Consultant. Emphasize years and types of experience, last employer, last position, and experience on similar projects. Higher consideration will be given in the evaluation if the other team members have worked together on previous successful projects; have demonstrated experience on projects similar in type and scope to the Project, i.e., Courthouse design and construction.</p>	



3.	References – Reference information is addressed on Attachment C and D.	See Tabs F & G
4	Financial Data	
	a. Submit the Proposer's (including each partner with an equity interest of twenty percent (20%) or greater) reviewed and audited financial statements from the past two years, preferably 2008 and 2009. Complete balance sheets and income statements must be included. The statements shall be enclosed in a separate sealed envelope and included in the application package and it should be noted if the statement is for a parent company.	<i>Confidential Proprietary Information – Exempt from Virginia FOIA Release.</i>
	Has the applicant, or any affiliate, ever been denied bonding or had bonding revoked?	No.
	If yes, provide details on a separate sheet for each instance.	Not Applicable.
	b. Provide a copy of your current credit rating.	Hensel Phelps' current credit rating is 5A2 . See Pages 24-26 of this Attachment B.
	c. What is your Dun and Bradstreet (DUNS) number, (if applicable):	79-170-2194
5	Safety Performance (Contractor) – Please provide the following information on a separate sheet of paper:	See Pages 27 & 28 of this Attachment B.
	a. Experience Modification Factor (EMF) for past five years.	Current: 0.56 2009: 0.57 2008: 0.66 2007: 0.65 2006: 0.54 2005: 0.45
	b. A list of OSHA citations levied during the past three years. Describe the infractions and indicate whether there was a warning or fine imposed and the dollar amount of each.	Hensel Phelps has had zero (0) OSHA citations levied during the past three years. See Page 27 for verification via OSHA website.
	c. Details from your organization's 2009 OSHA 200 log indicating: <ul style="list-style-type: none"> • Number of lost workday cases • Number of restricted workday cases • Number of cases with medical attention only • Number of fatalities 	See Page 28 of this Attachment B for 2009 OSHA 300A form.
6	Claims/Final Resolution/Judgments- Have any of the following actions occurred on, or in conjunction with, any project performed by the Proposer, any affiliate, or their officers, partners or directors in the last five years?	See Below.



	Legal Action Implemented by Proposer against Owner	Yes.
	Legal Action Implemented by Proposer against Subcontractor	Yes.
	Legal Action Implemented by Owner	Yes.
	Legal Action Implemented by Subcontractor	Yes.
	Settlement or Close-Out Agreement in effect with Owner	No.
	Judgments	No.
	Arbitrations	Yes.
	If the answer to any of items a. through g. above is yes, provide details on a separate sheet for each instance.	See Pages 29-31 of this Attachment B.
7	Conflict of Interest - Identify any persons known to the applicant who would be obligated to disqualify themselves from participation in any transaction arising from or in connection to the project pursuant to Virginia State and Local Government Conflict of Interest Act (Va. Code §§ 2.2-3100 <i>et seq.</i>).	Not Applicable.
8	Termination – Applicant - Has your organization ever been terminated for work awarded to it? This includes termination for default or for the convenience of the Owner or any other reason for failing to complete a project. If yes, provide details on a separate sheet for each instance.	No, Hensel Phelps has never been terminated for work awarded to for default or for any other reason related to Hensel Phelps failure to complete a project. On occasion, Hensel Phelps has had contracts terminated for convenience, most often for reasons related to owner provided financing. No such termination for convenience of the owner has occurred within the last five (5) years and Hensel Phelps does not maintain specific records related to such terminations beyond that period. If additional information would be beneficial, we would be happy to research the question further.
9	Schedule Control – Does your company normally use a CPM scheduling control system? If yes, identify the system(s):	Yes. Hensel Phelps utilizes Primavera (versions 3 and 6) for project CPM scheduling, but also has in-house expertise to use other owner required software systems (i.e, Microsoft Project. Etc.). Please also reference Tab E-Management Approach.
10	LEED Accreditation: Provide a list of the names of all LEED Accredited Professionals on the Proposer’s team for this project.	Brian Chaffee, AIA, LEED AP (Fentress Architects) Steve Kunin, AIA, LEED AP (Fentress Architects) Patricia Andrasik, LEED AP (Fentress Architects) David Milford, LEED AP (Hensel Phelps) Adam Decker, LEED AP (Hensel Phelps) Henry Grimes, Jr., PE, LEED AP (Hensel Phelps) Stig Owens, PE, LEED AP (Sekiv Solutions)



		Robert Russell, LEED AP (Vanderweil) Stan Wendzel, LEED AP (BioRealty, Inc.)
11	Bankruptcy: Has your business filed for bankruptcy in the last seven years or is your firm currently the debtor in a bankruptcy case? If yes, please explain the circumstances:	No.
12	Liquidated Damages Assessment: Has your company ever been assessed liquidated damages in the past five (5) years on a construction contract? If yes, please explain the circumstances:	No.
13	Performance Bond Implementation: Within the last five (5) years has your firm ever required any performance bond surety company to complete, or arrange for completion (take-over), of any contract originally awarded to your firm? If yes, please explain the circumstances:	No.
14	Contract Termination: Within the last five (5) years, has your firm had a contract terminated for cause and/or ever had rights to proceed under a contract terminated? If yes, please explain the circumstances:	No.
15	Breach, Default, Debarred: Within the last five (5) years, has your firm been disqualified, removed, or otherwise declared in material breach or default of any construction contract by a public agency, or debarred from participating in bidding for any construction contract? If yes, please explain the circumstances:	No.
16	Release from Construction Bid: Has your company filed a request to be released from a bid on a construction contract within the last five (5) years? If yes, please explain the circumstances:	No.
17	Failure to Execute a Contract: Has your company ever been awarded a construction contract in which you failed to execute the contract? This would include: the company not signing the contract documents; an inability of the company to obtain insurance and/or bond requirements; or failure of the company to submit required forms and attestations. If yes, please explain the circumstances:	No.

Signed by: _____

Phone No. 703-828-3200

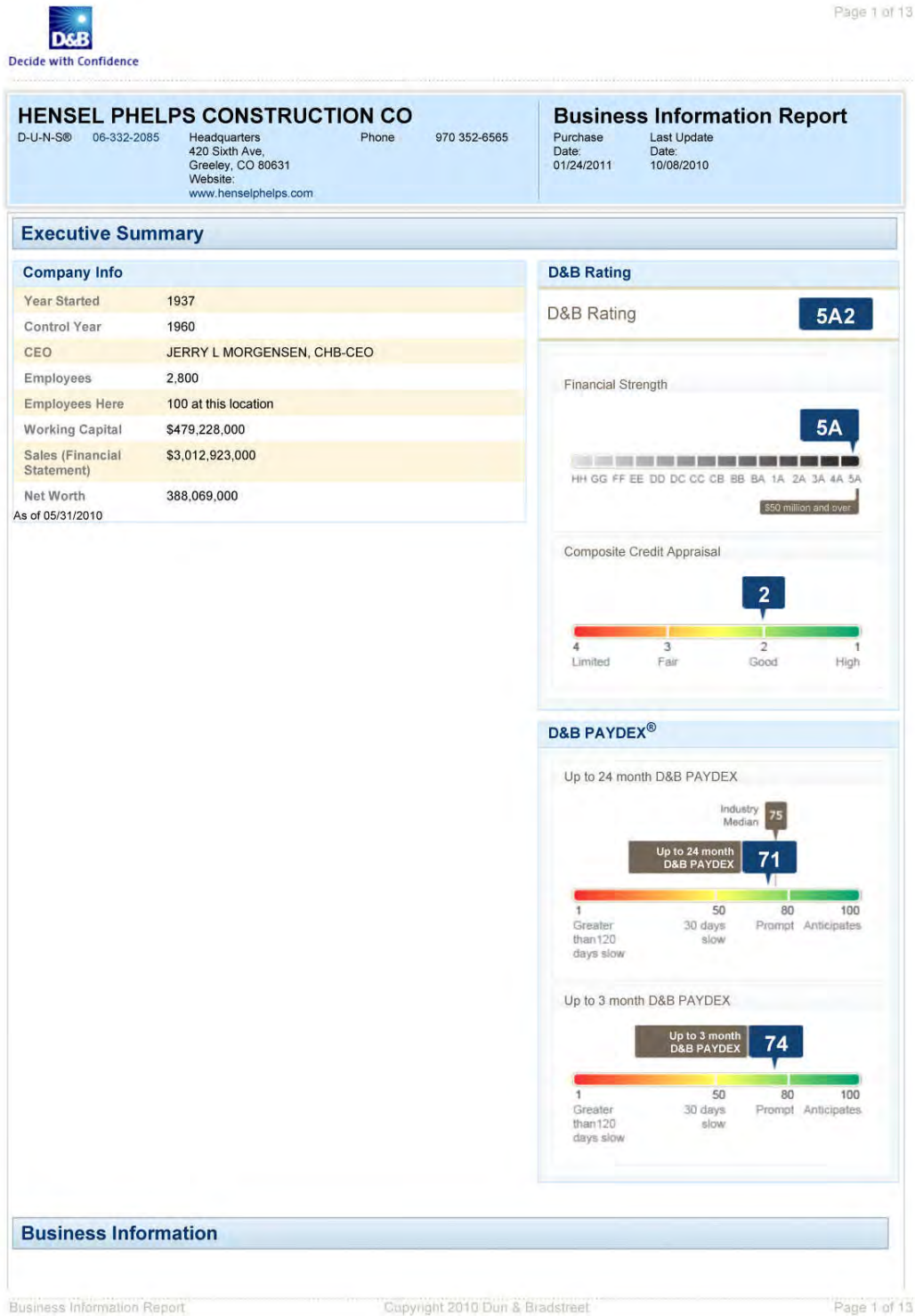
Printed Name, Title: Steven J. Speer, Vice President and District Manager

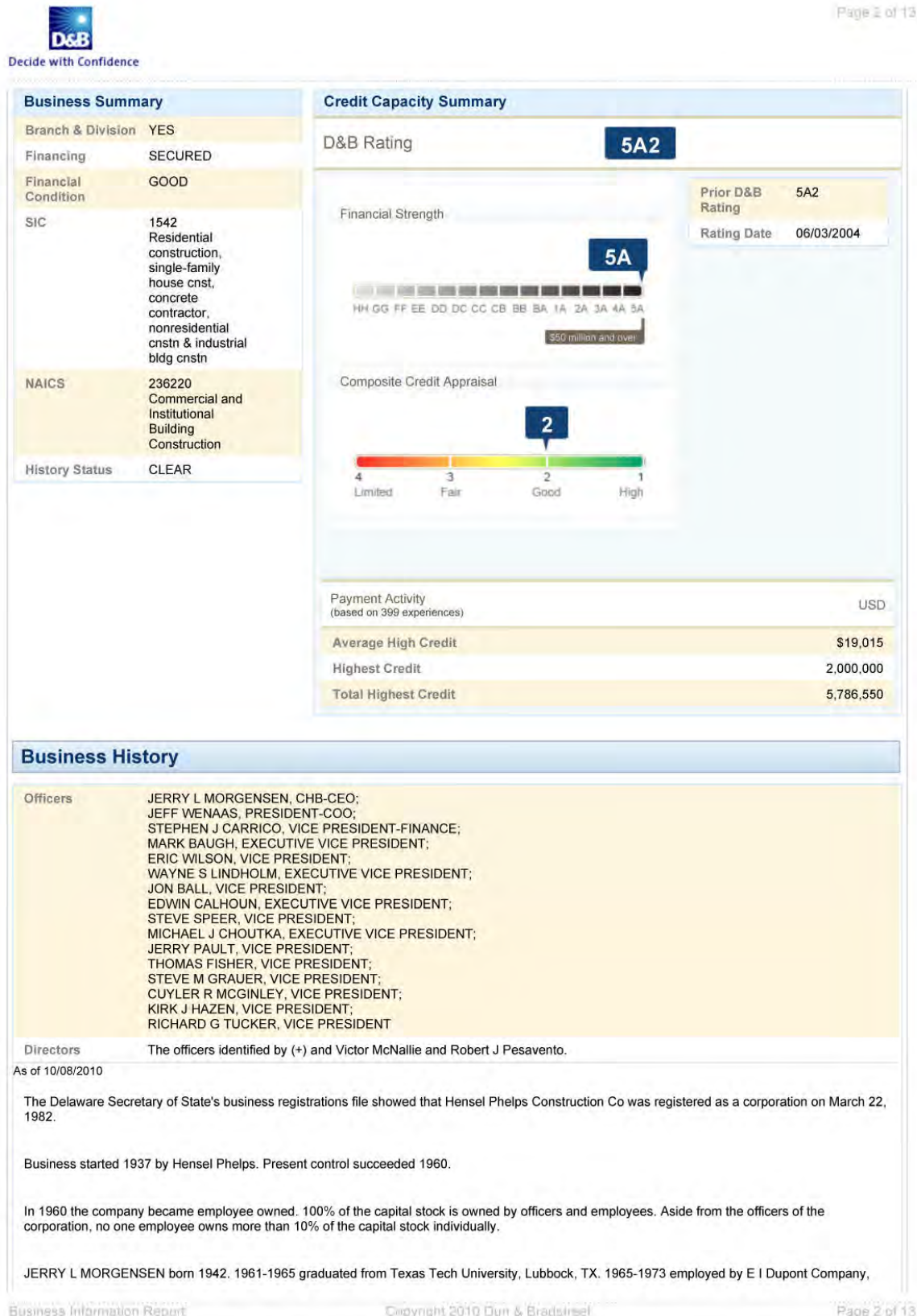
Company: Hensel Phelps Construction Co.





Credit Rating







Decide with Confidence

Page 3 of 13

Wilmington, DE. 1973 to present active here.

JEFF WENAAS born 1958. Graduated from Arizona State University in 1983 with a Bachelor of Science in construction engineering. 1983-present active here.

STEPHEN J CARRICO born 1954. 1984 to present active here. 1977-1984 employed by Straka, Jarackas & Company, Detroit, MI. 1973-1977 graduated from Central Michigan University, Mount Pleasant, MI. He is a Certified Public Accountant.

MARK BAUGH born 1958. Graduated from Bowling Green University in 1980 with a Bachelor of Science degree in Construction Management. 1983 to present active here.

ERIC WILSON born 1955. 1973-1977 graduated from Tufts University, Medford, MA. 1981 graduated from Boston College Law School, Newton, MA. 1981-1983 staff attorney, United States Department of Justice, Washington, DC. 1983-1986 assistant United States attorney, Honolulu, HI. 1986-1989 partner with Davis, Graham & Stubbs, Denver, CO; resigned successfully. 1989 to present active here.

WAYNE S LINDHOLM born 1951. Graduated from Colorado State University, Fort Collins, CO in 1975 with a Bachelor of Science in Industrial Construction Management. 1975 to present active here.

JON BALL born 1960. 1989 to present active here. Received a BS in Civil Engineering from the University of Illinois, Urbana, IL.

EDWIN CALHOUN born 1955. Attended Eastern Oregon State college in 1973-1974. 1977 to present active here.

STEVE SPEER born 1958. Graduated from Washington State University in 1982 with a BS in Civil Engineering. 1981-present active here.

MICHAEL J CHOUTKA. Received Bachelor of Science in construction management from the University of Nebraska in 1991. 1991-present active here.

JERRY PAULT. Received BS, Civil Engineering, University of Connecticut in 1975, and MS, Civil Engineering, Colorado State University in 1977. Joined the company in 1977 as a field engineer. Has held positions of field engineer, superintendent, project engineer, and project manager. He served as operations manager for the Plains District with responsibility for a number of major projects in a number of states across the US immediately preceding his election as Vice President and District Manager for the Capitol District in January 2007.

THOMAS FISHER born 1958. Graduated from the University of Nebraska in 1983. 1984 to present active here.

STEVE M GRAUER born 1963. Graduated from the University of Washington in 1986. 1990 to present active here.

CUYLER R MCGINLEY born 1961. Graduated from the University of Missouri in 1984. 1984 to present active here.

KIRK J HAZEN born 1967. Graduated from the University of Florida in 1990. 1990 to present active here.

RICHARD G TUCKER. Graduated from Colorado State University in 1990. 1991 to present active here.

VICTOR MCNALLIE born 1948. 1967-1970 attended and received a Bachelor of Science, Architectural Engineering, University of Texas, Austin, TX. 1971-1972 received a Master of Science, Architectural Engineering, University of Texas, Austin, TX. 1972-1976 employed by Hunt Building Corp, El Paso, TX. 1976 to present active here.

ROBERT J PESAVENTO born 1940. 1966-1972 employed by H K Fergusson in Cleveland, OH. 1972 to present active here.

Business Registration

CORPORATE AND BUSINESS REGISTRATIONS REPORTED BY THE SECRETARY OF STATE OR OTHER OFFICIAL SOURCE AS OF Jan 20 2007:

Registered Name	HENSEL PHELPS CONSTRUCTION CO.	Registration ID	0934240
		Status	STATUS NOT AVAILABLE
Business Type	CORPORATION	Where Filed	SECRETARY OF

Business Information Report

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Page 3 of 13





Safety Performance

The emphasis Hensel Phelps places on safety has resulted in one of the industry's best safety performance records. This record is even more significant considering Hensel Phelps self-performed an average of 4,023,280 man-hours in labor in each of the last five (5) years. The current Hensel Phelps safety Experience Modification Rating (EMR) is *below the industry average*, resulting in significant savings through reduced Worker's Compensation insurance rates for every man-hour of labor.

*Hensel Phelps has been repeatedly cited for having one of the **best safety performance records in the industry.***



Hensel Phelps' **current EMR is 0.56.**

<u>Year</u>	<u>Experience Modification Rate</u>	<u>OSHA Incidence Rate</u>	<u>Work-hours Worked</u>	<u>No. of Lost-Time Accidents</u>
2009	.57	0.69	4,918,593	1
2008	.66	2.02	5,545,818	2
2007	.65	1.72	5,123,685	1
2006	.54	2.04	4,697,659	2
2005	.45	2.95	4,749,237	4

Hensel Phelps has had **zero (0)** OSHA citations levied during the past three years. The City of Fredericksburg can confirm this statement at <http://www.osha.gov/pls/imis/establishment.html>.



OSHA's Form 300A (Rev. 01/2004)

Summary of Work-Related Injuries and Illnesses

All establishments covered by Part 1904 must complete this Summary page, even if no injuries or illnesses occurred during the year. Remember to review the Log to verify that the entries are complete.

Using the Log, count the individual entries you made for each category. Then write the totals below, making sure you've added the entries from every page of the log. If you had no cases enter "0."

Employees, former employees, and their representatives have the right to review the OSHA Form 300 in its entirety. They also have limited access to the OSHA Form 301 or its equivalent. See 29 CFR 1904.35, in OSHA's Recordkeeping rule, for further details on the access provisions for these forms.

Number of Cases

Total number of deaths	Total number of cases with days away from work	Total number of cases with job transfer or restriction	Total number of other recordable cases
0 (G)	1 (H)	12 (I)	4 (J)

Number of Days

Total number of days away from work	Total number of days of job transfer or restriction
48 (K)	1,012 (L)

Injury and Illness Types

Total number of...	(M)	(N)	(O)
(1) Injury	17	(4) Poisoning	0
(2) Skin Disorder	0	(5) Hearing Loss	0
(3) Respiratory Condition	0	(6) All Other Illnesses	0

Post this Summary page from February 1 to April 30 of the year following the year covered by the form.

Public reporting burden for this collection of information is estimated to average 30 minutes per response, including time to review the instruction, search and gather the data needed, and complete and review the collection of information. Send comments regarding this burden estimate or any aspect of this collection of information, including suggestions for reducing the burden, to Washington, DC 20503. Do not send this collection of information to the Office of Management and Enterprise Services, Paperwork Project Team (2004-0804), Room 4034, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Enterprise Services, Paperwork Project Team (2004-0804), Room 4034, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302.

Year 2009



U.S. Department of Labor
Occupational Safety and Health Administration
Form approved OSHA no. 1715-0176

Establishment information

Your establishment name: Hensel Phelps Construction Co.
Street: 420 8th Avenue
City: Greeley State: Colorado Zip: 80631
Industry description (e.g., Manufacturer of motor truck trailers):
CONSTRUCTION GENERAL CONTRACTOR
Standard Industrial Classification (SIC), if known (e.g., SIC 3715):
1 5 4 2
OR North American Industrial Classification (NAICS), if known (e.g., NAICS 2212):
2 3 6 2 2 0

Employment information

Annual average number of employees: 2,325
Total hours worked by all employees last year: 4,618,563

Sign here

Jerry L. Morgan
Jerry L. Morgan, Chairman & CEO

Knowingly falsifying this document may result in a fine.

I certify that I have examined this document and that to the best of my knowledge the entries are true, accurate, and complete.

Jerry L. Morgan
Company Executive
970-352-6545
Phone

Chairman & CEO
Title
February 1, 2010
Date





Litigation Information

Confidential Proprietary Information – Exempt from Virginia FOIA Release.



Confidential Proprietary Information – Exempt from Virginia FOIA Release.





Confidential Proprietary Information – Exempt from Virginia FOIA Release.





Tab D | Key Personnel Resumes

- 1) Staffing Plan and Project Organization
- 2) Key Personnel Resumes



D. Key Personnel Resumes

2) Staffing Plan and Organization

The Hensel Phelps Design-Build Team's key principals possess a remarkable reputation for providing superior management, presenting innovative solutions and fostering creative leaps into unconventional thinking. Our team proposed for the Fredericksburg Courthouse and Court Facilities project has the expertise required to be a success.

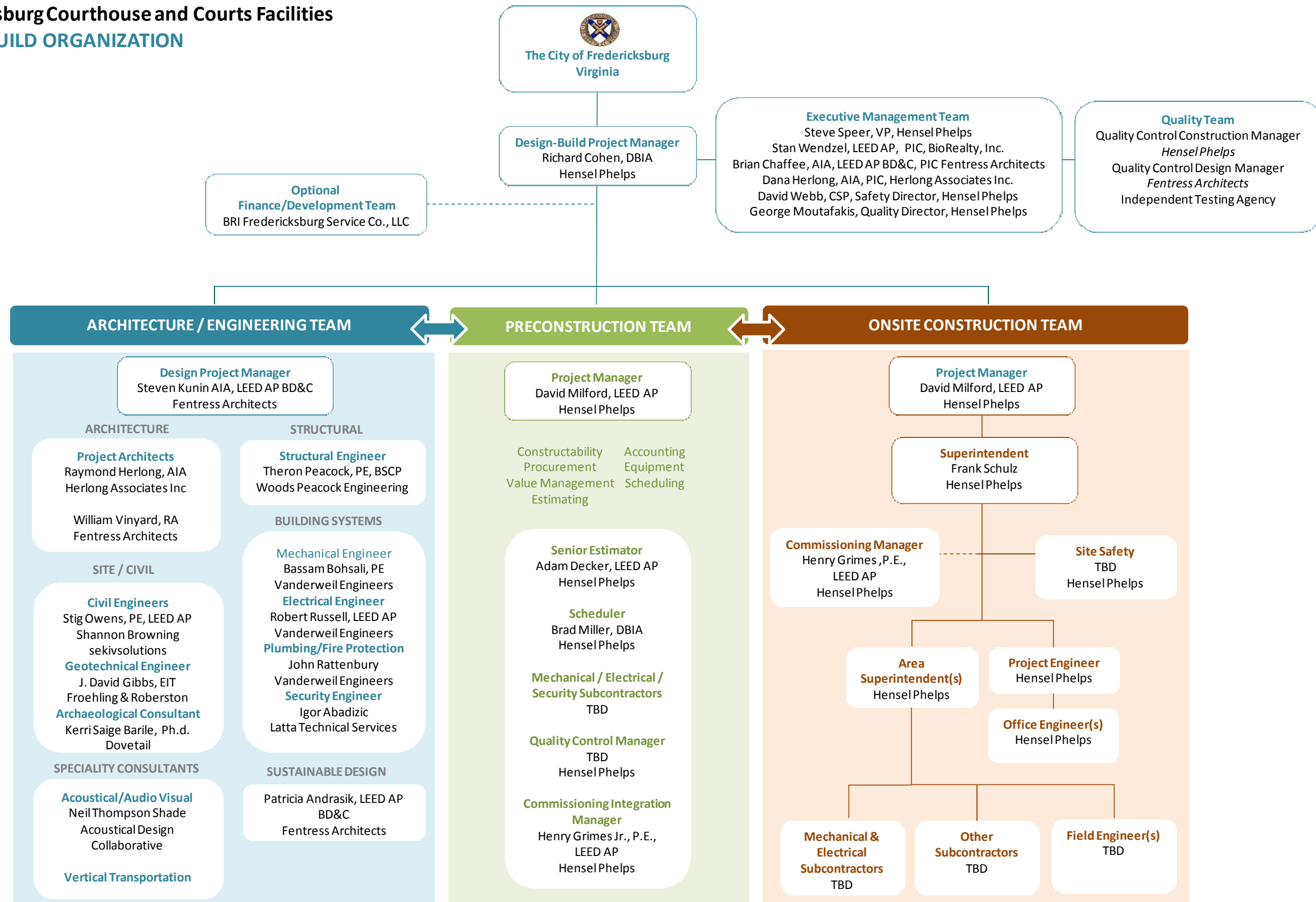
When reviewing our team's qualifications we ask the selection committee to account for our:

- Extensive City of Fredericksburg design experience and familiarity with the local requirements
- Significant experience in courthouse design and construction by this team
- Local design-build courthouse currently under construction with Hensel Phelps responsible for 100% of the guarantees
- Success in development of team members in regard to public / private financed (PPEA) projects
- Success in fast-track, design-build projects
- Team resources which are available to start immediately and are dedicated from start to finish of the project
- Formalized financial guarantees
- Two-deep management structure

With our two-deep management structure, decision-making processes are smooth and efficient. The following organizational chart illustrates the management structure for the Fredericksburg Courthouse and Court Facilities project.



Fredericksburg Courthouse and Courts Facilities DESIGN-BUILD ORGANIZATION





Functions & Responsibilities of Key Personnel

The following chart further demonstrates the functions and responsibilities of each key personnel for each discipline.

Key Personnel	Functions & Responsibilities
Executive Oversight Committee	
Steven J. Speer, Officer in Charge	➤ Review and approve all transactional documentation
Stan Wendzel, LEED AP, Managing Director	➤ Principals providing support to key project management
Richard Cohen, DBIA, Design-Build Project Manager	➤ Review and oversight of project performance
Brian Chaffee, AIA, LEED AP BD+C, Principal in Charge of Design	➤ Lead the implementation of all aspects of the project's financing
Dana Herlong, AIA, Principal & President	➤ Assure provision of company resources
David Webb, CSP, Safety Director	➤ Senior executives available to City of Fredericksburg for direct interface
George Moutafakis, LEED AP, Quality Control Director	➤ Assure safety & quality compliance
Finance Development	
Pete McCawley, Project Manager	➤ Assist in implementing the project's financing
	➤ Assist in transactional documentation review
Design	
David Milford, LEED AP, Construction Project Manager	➤ Coordinate with City of Fredericksburg Project Manager
Steven Kunin, AIA, LEED AP BD+C, Design Project Manager	➤ Provides overall project management, cost and schedule control
Raymond Herlong, AIA, Project Architect	➤ Supervision of construction managers
William Vinyard, RA, Project Architect	➤ Ensures compliance with QA/QC Project Controls, health and safety procedures
Theron Peacock, Structural Engineer	➤ Oversee completion of electrical design in compliance with RFP and budget
Stig Owens, PE, LEED AP, Civil Engineer	➤ Oversee trade coordination process
Shannon Browning, Civil Project Manager	➤ Coordinate final project program verification with design
J. David Gibbs, EIT, Geotechnical Engineer	➤ Advance Schematic Design thru Construction Documentation
Sam Bohsali, PE, Mechanical Engineer	➤ Coordinate building architecture with engineering systems
Robert Russell, LEED, AP Electrical Engineer	➤ Coordinate building architecture with Fixtures, Furniture & Equipment (FF&E)
Igor Abadzic, Security Engineer	
Neil Thompson Shade, Acoustical/AV Engineer	
Kerrie Saige Bartile, Ph.D., Archaeology Consultant	
Adam Decker, LEED AP, Lead Estimator	
Construction	
David Milford, LEED AP, Construction Project Manager	➤ Coordinate with Spotsylvania County Project Manager
	➤ Provides overall project management, cost and schedule control
	➤ Supervision of construction managers
	Ensures compliance with QA/QC Project Controls, health and safety procedures



Key Personnel	Functions & Responsibilities
Frank Schultz, Project Superintendent	<ul style="list-style-type: none"> ➤ On-site construction management ➤ Constructability reviews ➤ Supervise construction subcontracts
Commissioning	
Henry Grimes, Jr. PE, LEED AP, Commissioning Integration Manager	<ul style="list-style-type: none"> ➤ Commissioning lead and technical interface with the City of Fredericksburg ➤ Assure compliance with codes and agency requirements ➤ Provide support during commissioning and decommissioning phases
Quality Control	
TBD, On-site Quality Control Manager TBD, Design QA/QC Manager	<ul style="list-style-type: none"> ➤ Implements and manages QC process ➤ Conducts quality audits and reviews

The key management structure and interrelationships of the Hensel Phelps Design-Build Team (the Team) as illustrated on the organizational chart include:

- An **Executive Management Team** consisting of senior executives **from Hensel Phelps, BioRealty, Inc., Fentress Architects and Herlong Associates Inc** are ultimately responsible for this project. They will participate in owner and partnering meetings to assure that the design-build team provides the highest quality of service for this project. The team is led by Steve Speer, Stan Wendzel, LEED AP, Brian Chaffee, AIA, LEED AP BD+C, and Dana Herlong AIA will be the project advocates to assure that all necessary resources (personnel, equipment, and financial support) are available for the project and for the continuing commitment of the Team to project objectives. This Team will also include the District QC Director, George Moutafakis, LEED AP, who will monitor the QC performance for both design and construction phases, and Design-Build Project Manager Richard Cohen, DBIA who will have direct project oversight responsibilities.
- Hensel Phelps **Design-Build Project Manager, Richard Cohen, DBIA**, will be the senior executive dedicated to this project and will assure that all City of Fredericksburg budgetary and quality goals are met through thorough financial planning and cost evaluations, aggressive schedule management, comprehensive resource planning, and employment of quality assurance monitoring systems.
- Hensel Phelps **Construction Project Manager, David Milford, LEED AP** will have day-to-day single-source responsibility for all elements of the contract between the team and the City of Fredericksburg. He will be responsible for coordination of all A/E deliverables, compliance with all design requirements including local codes and integration of all architectural, engineering, and specialty consultant deliverables into the construction documents. He will work closely with the Design Project Manager, Steven Kunin, AIA, LEED AP and Project Architects, Raymond Herlong, AIA and William Vinyard, RA, during the design phase to coordinate Hensel Phelps preconstruction team estimating, value engineering, procurement, scheduling, constructability, and bid package development.



- **BioRealty, Inc.’s** Managing Director, **Mr. Stan Wendzel, LEED AP** will oversee the project finance and development. He will be assisted by Pete McCawley of BioRealty, Inc.
- Fentress Architects **Design Project Manager, Steve Kunin, AIA, LEED AP BD+C** will be responsible for coordinating all A/E requirements, including integration of the design, engineering, and specialty consultant deliverables into the construction documents. He will be supported by **Project Architects, Raymond Herlong, AIA and William Vinyard, RA**, as well as respective discipline design engineers and specialty consultants throughout the life of the contract.
- Hensel Phelps **Project Superintendent, Frank Schultz** will oversee the constructability and scheduling activities with a team of area superintendents and field engineers
- A **Construction Quality Control (CQC) Manager** will administer the approved QC Plan, and will independently review and coordinate all construction means, methods, techniques, sequences, and procedures, and maintain the progress and quality of the work.
- **Henry Grimes, Jr., PE, LEED AP** the **Commissioning/Systems Integration Manager** will coordinate all design commissioning activities between the design team and the respective subcontractors.
- A **Safety Manager** will monitor and maintain the Hensel Phelps’ national recognized Corporate Safety Plan. Hensel Phelps’ current Experience Modification Rate (EMR) is **0.56**.

Provided on the following pages are resumes for each key personnel.



Steven Speer

Vice President and District Manager

<i>Firm</i>	Hensel Phelps Construction Co.
<i>Years with Firm</i>	29
<i>Years of Experience</i>	36
<i>Previous Employer</i>	Steve has spent his entire construction career at Hensel Phelps
<i>Current Position</i>	Vice President and District Manager
<i>Education</i>	B.S., Civil Engineering, Washington State, 1982

Mr. Speer is a major stockholder of Hensel Phelps Construction Co., an employee-owned company. As District Manager/Vice President, he establishes policies and strategies that allow for the growth of the firm, while ensuring the company maintains the high levels of safety, quality and service it has become known for throughout the United States. He possesses comprehensive experience in the construction industry, having risen through the ranks of Field Engineer, Superintendent, Project Manager, and Operations Manager. He bears overall corporate responsibility for the management and direction of all projects in the Mid Atlantic District and the fulfillment of Hensel Phelps Construction Co. obligations to its clients.

Relevant Projects

<i>Project Name & Location</i>	Spotsylvania County Circuit Court Building (PPEA) Spotsylvania County, Virginia
<i>Start Date / Completion Date</i>	May 2009 / September 2011
<i>Estimated Construction \$</i>	\$29.4 million

District Manager. Hensel Phelps was awarded the County of Spotsylvania's first design-build project under a best value procurement methodology as a PPEA. Located on the south campus of the historic Spotsylvania County Court Complex, this project includes a 60,112 SF circuit court building and a 60,724 SF public safety building. Included in the public safety building will be the County's new Emergency 911 Center. One of the project's major challenges is the careful coordination of the operations of the existing Emergency 911 Center, as it is currently housed in a building adjacent to the jobsite. The Hensel Phelps-led team is continuously communicating with Emergency officials throughout the life of the project, as their 24/7 operations cannot be impacted in any way. Careful coordination is also a mandate for not impacting the operations of the existing judicial center, sheriff's office, and narcotics division office. Other facets of the project include demolishing an existing fire station and American Legion building, constructing a new parking lot, and extending a public road.

<i>Project Name & Location</i>	Loudoun County Adult Detention Center Phase II (PPEA), Leesburg, Virginia
<i>Start Date / Completion Date</i>	August 2007 / January 2011
<i>Estimated Construction \$</i>	\$61.8 million

District Manager. The Loudoun County Adult Detention Center is a design-build 112,000 SF state-of-the-art facility consisting of two housing units for 256 inmates, an intake addition, and renovation areas inside of the existing corrections facility. The new intake building houses the intake processing area, administrative functions, a vehicle sallyport, and a fully-functional magistrates' office. This PPEA design-build project is the cornerstone of several ongoing projects in one of the fastest-growing counties in the country. It included upgrades to the existing plumbing, mechanical, and electrical systems. The previous security system was phased out and



replaced by a new security monitoring and control system with card access and guard tour systems, closed circuit television systems, intercom and paging systems, control screen stations, and video visitation.

<i>Project Name & Location</i>	District of Columbia Court of Appeals Historic Renovation and Addition, Washington, DC
<i>Start Date / Completion Date</i>	February 2006/April 2009
<i>Estimated Construction \$</i>	\$117 million

District Manager. Built in 1849, the Old Courthouse is one of the oldest public buildings in Washington, DC and the centerpiece of the historic Judiciary Square. The renovation of the 140,000 SF structure includes restoring all architectural interior finishes and exterior walls and entrances, as well as replacing the roof, windows, elevators, HVAC, mechanical, fire, electrical, plumbing, security and communication systems. The scope of work included complex underpinning of the structure and associated excavation. Throughout the building, historic elements were restored as much as possible, including marble and terrazzo flooring, marble wainscot, and historic decorative plaster ceilings. Additionally, conservation specialists restored the famous President Lincoln statue.

<i>Project Name & Location</i>	Federal Correctional Institutions, Various Locations
<i>Start Date / Completion Date</i>	\$650 million (total value of all projects)
<i>Estimated Construction \$</i>	2002 - Present

District Manager / Operations Manager. During his tenure at Hensel Phelps, Steve Speer has held executive responsibility on a number of large, complex Federal Correctional Institutions (FCIs) for the Mid Atlantic District including; FCI Petersburg, Virginia, FCI Butner, North Carolina, FCI Salters, South Carolina, FCI Bennettsville, South Carolina, and FCI Hazelton, West Virginia. The FCI Butner facility is the **first LEED Certified** FCI for the Federal Bureau of Corrections.

<i>Project Name & Location</i>	H. Carl Moultrie Courthouse Juvenile At-Risk Holding Facility, Washington, DC
<i>Start Date / Completion Date</i>	May 2007 / May 2009
<i>Estimated Construction \$</i>	\$9.3 million

District Manager The H. Carl Moultrie Courthouse Annex Juvenile / At-Risk Holding Facility project included interior renovation of three floors of below-grade office space. The end-user of this facility is the United States Marshals Service who works hand-in-hand with the District of Columbia Courts to provide the necessary security to court staff as well as the inmates who are brought to the courthouse.

<i>Project Name & Location</i>	Engineering Research Facility Expansion, Quantico, Virginia
<i>Start Date / Completion Date</i>	October 2003 / October 2005
<i>Estimated Construction \$</i>	\$33 million

District Manager. Located at Quantico MCB, Virginia, the Design-Build Engineering Research Facility Expansion (ERFE) is a four-story, 154,247 square foot building that houses Class-A offices, computer laboratories, SCIF rooms, conference rooms, public lobby and building support spaces. The project included site development, utility improvements and on-site parking. Demolition of existing buildings, foundations and utilities on the site was required prior to construction of the building. **Fentress Architects** was the Designer of Record.



Stan Wendzel, LEED AP

Managing Director – Financing/Development Partner

<i>Firm</i>	BioRealty, Inc.
<i>Years of Experience</i>	22
<i>Current Position</i>	Managing Director
<i>Education</i>	Columbia University, Masters of Business Administration University of California, Berkeley, Masters of Business Administration University of California, Santa Barbara, Bachelor of Arts, Business Economics
<i>Professional Registrations</i>	Certified Public Accountant, California Licensed Real Estate Broker, California LEED Accredited Professional
<i>Associations / Memberships</i>	American Institute of CPAs (AICPA) International Society for Pharmaceutical Engineering (ISPE) NAIOP SoCal

Mr. Wendzel founded BioRealty, Inc. (BRI) in 2005 with a mission of creating an entrepreneurial, niche focused, privately-held investment and development firm with broad access to institutional capital, and effectively competes with the commercial real estate firm generalists in the marketplace.

During the Fredericksburg Courthouse and Courts Facilities conceptual procurement stage, Mr. Wendzel has been primarily responsible for implementing all aspects of the financing of the project. Mr. Wendzel will continue in these roles throughout the project construction and completion. A detailed description of what the project management role will entail by project phase (i.e. design/pre-development, subcontractor bid, construction, and project close-out phases) is outlined in Tab H – Cost Proposal. Upon completion, Mr. Wendzel will oversee the operational management of the project.

Relevant Projects

<i>Development Management</i>	General Services Administration – Bureau of Public Debt
<i>Construction Management</i>	Parkersburg, West Virginia
<i>Financing</i>	

A member of BioRealty led the development and financing of this two-phase, 129,574 square foot build-to-suit for the GSA Bureau of Public Debt. Phase 1, a 79,975-square-foot building was built on the former CSX lot at Fourth and Avery streets, a six-acre parcel acquired by eminent domain by the City of Parkersburg.

Parkersburg, West Virginia is approximately 320 miles west of Washington, DC on the Ohio River. The Bureau of Public Debt, part of the Treasury Department, is the country's Savings Bond records keeper. The bureau's primary operations have remained in downtown Parkersburg since the 1950's. The federal agency employs 1,800 people nationwide with about 80 percent working in Parkersburg. About 250 employees in the bureau's Administrative Resource Center in the Hintgen and Park Center office buildings will work in the new building. The project also will allow for two additional phases of future expansion.



Site Acquisition
Financial Advisory
Permits and Approvals
Design Supervision
Project Management
Construction
Management

CEL-SCI Corporation – Bio-manufacturing Facility
Baltimore, Maryland

A single-purpose entity affiliate of BRI acquired and is redeveloping this 73,000 SF existing facility for use and occupancy by CEL-SCI Corporation – an emerging biotechnology company publicly traded on the American Stock Exchange (www.cel-sci.com, Ticker: CVM). CEL-SCI is currently initiating a FDA Phase 3 clinical trial for a new and innovative immune-based cancer therapy in this facility. This therapy will be a first line standard of care for treating head and neck cancer world-wide and is likely to be the second major cancer immunotherapy approved by the FDA and EU Regulators.

Financial Advisory
Lease Structuring
Investor Identification
Transaction
Management

NPS Pharmaceuticals Corporate Headquarters
Salt Lake City, Utah

NPS Pharmaceuticals, Inc. is a biotechnology company based in Salt Lake City, Utah. BRI, in conjunction with a public REIT investor, was able to move from letter of intent to lease signing and closing of this Sale-Leaseback transaction in only ninety-four days. The successful NPS transaction is indicative of the benefits that are currently available to biotech companies and demonstrates BRI's ability to secure lease-backed financing for difficult-to-finance bio-related projects. BRI assisted NPS to overcome financing challenges associated with being an early-stage biotech company, having their building sited on leased land and not being located in a primary U.S. life science market. In order to complete the transaction, BRI was able to strike an effective balance between the tenant's facility and capital needs and the need of the investor to achieve an appropriate risk-adjusted return. The result was a transaction that freed up \$19 million of capital for NPS, benefited their equity shareholders, and provided NPS long-term control of their facility while providing a fair return for the investor.

Site Acquisition
Financial Advisory
Permits and Approvals
Design Supervision
Project Management
Construction
Management

Metagenics Corporate Headquarters, San Clemente, California

After attempting to develop the project with two local developers, a principal of BRI executed a plan that allowed Metagenics to achieve its goal of completing a 90,000 SF office / warehouse in San Clemente, California. Metagenics, an emerging, rapidly growing company in the nutritional supplement industry, consolidated its operations from four separate locations into the new headquarters facility. In addition to serving as a member of the development and construction management team, a principal of BRI arranged long term debt and equity financing for the project.



This high image, 2-story concrete tilt-up building with blue high performance glass includes 50% office build-out with mezzanine area, employee gym, cafeteria, laboratory, and warehouse space. At completion, the building was the largest facility of its kind in San Clemente and offers expansion capabilities for Metagenics to convert to 100% office/lab.

Specialty Labs Corporate Headquarters,
Valencia, California

The Specialty Laboratories project is a laboratory and corporate headquarters facility built in Santa Clarita, California. Specialty Laboratories is a research-based clinical laboratory that is primarily focused on esoteric clinical laboratory tests. The project was a turn-key, build-to-suit development inclusive of all shell, core and tenant improvement design and construction. The project was initially financed utilizing a synthetic lease finance structure. The debt and equity financing, was arranged by a principal of BRI, and provided by a seven bank group syndicate, closed in April of 2002. Construction for the project commenced immediately following the close of financing. In 2003, as financial reporting rules relating to synthetic leases were modified by the FASB, the project was recapitalized using traditional real estate debt and equity.

The site, which was owned by Specialty and ground leased to the building Landlord, is a 13.8-acre parcel located on Tourney Road north of Valencia Boulevard. The building is three stories of approximately 66,000 SF each, totaling 198,000 GSF. Other components of the project include a central plant to support the building and lab space, and approximately 940 surface parking spaces.

Marketing of Site to Prospective Life Science Users

Site Due Diligence and Ground Lease

Project Financing (future)

Permits and Approvals (future)

Design Supervision (future)

Project Management (future)

Tufts University (Grafton Science Park)
Grafton, Massachusetts

BRI has entered into a development agreement with JM Holdings, Inc., a subsidiary of Tufts University. The agreement calls for the development of Grafton Science Park (GSP), a 100-acre science park located in Central Massachusetts adjacent to the Cummings School of Veterinary Medicine at Tufts University, about 35 miles west of Boston and Cambridge. The GSP will serve as the future home to a range of life science, medical device, and medical-related firms and will accommodate up to 702,000 SF of research, manufacturing, and office facilities. The available sites are fully entitled, available for immediate development, and offer easy access to downtown Boston through an adjacent commuter rail station.



Richard Cohen, DBIA

Design-Build Project Manager

<i>Firm</i>	Hensel Phelps Construction Co.
<i>Years with Firm</i>	17
<i>Years of Experience</i>	21
<i>Previous Employer</i>	Richard has spent his entire construction career at Hensel Phelps
<i>Current Position</i>	Operations Manager
<i>Education</i>	B.S. Construction Science and Management, Clemson University, 1994
<i>Registration</i>	Designated Design Build Professional, DBIA

As Design-Build Project Manager, Mr. Cohen is responsible to Hensel Phelps clients for providing the leadership and vision crucial to the success of each project assigned. He is fully versed in all areas of estimating, purchasing, design, engineering, superintendency, and project management on both new construction programs and renovation projects. Mr. Cohen has extensive design-build experience in judicial and correctional facilities, as well as historic restoration experience.

For the Fredericksburg Courthouse and Court Facilities project, Mr. Cohen will assure that all city budgetary and quality goals are met through thorough financial planning and cost evaluations, aggressive schedule management, comprehensive resource planning, and employment of quality assurance monitoring systems.

Relevant Projects

<i>Project Name & Location</i>	Spotsylvania County Circuit Court Building (PPEA) Spotsylvania County, Virginia
<i>Start Date / Completion Date</i>	May 2009 / September 2011
<i>Estimated Construction \$</i>	\$29.4 million

Operations Manager. Hensel Phelps was awarded the County of Spotsylvania's first design-build project under a best value procurement methodology as a PPEA. Located on the south campus of the historic Spotsylvania County Court Complex, this project includes a 60,112 SF circuit court building and a 60,724 SF public safety building. Included in the public safety building will be the County's new Emergency 911 Center. One of the project's major challenges is the careful coordination of the operations of the existing Emergency 911 Center, as it is currently housed in a building adjacent to the jobsite. The Hensel Phelps-led team is continuously communicating with Emergency officials throughout the life of the project, as their 24/7 operations cannot be impacted in any way. Careful coordination is also a mandate for not impacting the operations of the existing judicial center, sheriff's office, and narcotics division office. Other facets of the project include demolishing an existing fire station and American Legion building, constructing a new parking lot, and extending a public road.

<i>Project Name & Location</i>	Loudoun County Adult Detention Center Phase II (PPEA), Leesburg, Virginia
<i>Start Date / Completion Date</i>	August 2007 / January 2011
<i>Estimated Construction \$</i>	\$61.8 million

Operations Manager. The Loudoun County Adult Detention Center is a design-build 112,000 SF state-of-the-art facility consisting of two housing units for 256 inmates, an intake addition, and renovation areas inside of the existing corrections facility. The new intake building houses the intake processing area, administrative functions, a vehicle sallyport, and a fully-functional magistrates' office. This PPEA design-build project is the cornerstone of



several ongoing projects in one of the fastest-growing counties in the country. It included upgrades to the existing plumbing, mechanical, and electrical systems. The previous security system was phased out and replaced by a new security monitoring and control system with card access and guard tour systems, closed circuit television systems, intercom and paging systems, control screen stations, and video visitation.

<i>Project Name & Location</i>	District of Columbia Court of Appeals Historic Renovation and Addition, Washington, DC
<i>Start Date / Completion Date</i>	February 2006/April 2009
<i>Estimated Construction \$</i>	\$117 million

Operations Manager. Built in 1849, the Old Courthouse is one of the oldest public buildings in Washington, DC and the centerpiece of the historic Judiciary Square. The renovation of the 140,000 SF structure includes restoring all architectural interior finishes and exterior walls and entrances, as well as replacing the roof, windows, elevators, HVAC, mechanical, fire, electrical, plumbing, security and communication systems. The scope of work included complex underpinning of the structure and associated excavation. Throughout the building, historic elements were restored as much as possible, including marble and terrazzo flooring, marble wainscot, historic decorative plaster ceilings. Additionally, conservation specialists restored the famous President Lincoln statue.

<i>Project Name & Location</i>	Federal and Regional Correctional Institutions, Various Locations
<i>Start Date / Completion Date</i>	\$550 million (total value of all projects)
<i>Estimated Construction \$</i>	1997 - Present

Operations Manager/Project Manager. During his tenure at Hensel Phelps, Richard Cohen has managed a number of large, complex Federal and Regional correctional complexes including, FCI Petersburg, Virginia, FCI Salters, South Carolina, FCI Hazelton, West Virginia, SCI Benner Township, Pennsylvania, Blue Ridge Regional Jails, Lynchburg, VA and Henrico County Regional Jail, Virginia.

<i>Project Name & Location</i>	H. Carl Moultrie Courthouse Juvenile At-Risk Holding Facility, Washington, DC
<i>Start Date / Completion Date</i>	May 2007 / May 2009
<i>Estimated Construction \$</i>	\$9.3 million

Operations Manager. The H. Carl Moultrie Courthouse Annex Juvenile / At-Risk Holding Facility project included interior renovation of three floors of below-grade office space. The end-user of this facility is the United States Marshals Service who works hand-in-hand with the District of Columbia Courts to provide the necessary security to court staff as well as the inmates who are brought to the courthouse.

<i>Project Name & Location</i>	DASH Bus Operations and Maintenance Facility, Alexandria, VA
<i>Start Date / Completion Date</i>	January 2008 / September 2009
<i>Estimated Construction \$</i>	\$33 million

Operations Manager. The DASH Bus Operations and Maintenance Facility Project was a fast track design-build project for the City of Alexandria, Virginia. This facility includes administrative space, heated storage space for 96 buses with room for expansion, and an adjoining garage. **This facility is certified LEED® GOLD.**



David Milford, LEED AP Construction Project Manager

<i>Firm</i>	Hensel Phelps Construction Co.
<i>Years with Firm</i>	15
<i>Years of Experience</i>	15
<i>Previous Employer</i>	David has spent his entire construction career at Hensel Phelps
<i>Current Position</i>	Project Manager
<i>Education</i>	B.B.A. Management, Auburn University, 1995
<i>Registration</i>	LEED Accredited Professional

Mr. Milford serves as Hensel Phelps management representative who responds to all requirements and concerns of the client. He has worked closely with a variety of corporate clients on a wide range of project types under various contracting methods including design-build, CM/GC, and fixed price. Recognized in the industry for his ability to isolate and resolve various design and compliance issues early in a project's evolution, his aptitude and expertise are evidenced in the many successful projects with which he has been involved.

For the Fredericksburg Courthouse and Courts Facilities, Mr. Milford will monitor the project master schedule, estimating, job cost reports, and establish and implement effective communication procedures for all team components.

Relevant Projects

<i>Project Name & Location</i>	Spotsylvania County Circuit Court Building (PPEA) Spotsylvania County, Virginia
<i>Start Date / Completion Date</i>	May 2009 / September 2011
<i>Estimated Construction \$</i>	\$29.4 million

Project Manager. Hensel Phelps was awarded the County of Spotsylvania's first design-build project under a best value procurement methodology as a PPEA. Located on the south campus of the historic Spotsylvania County Court Complex, this project includes a 60,112 SF circuit court building and a 60,724 SF public safety building. Included in the public safety building will be the County's new Emergency 911 Center. One of the project's major challenges is the careful coordination of the operations of the existing Emergency 911 Center, as it is currently housed in a building adjacent to the jobsite. The Hensel Phelps-led team is continuously communicating with Emergency officials throughout the life of the project, as their 24/7 operations cannot be impacted in any way. Careful coordination is also a mandate for not impacting the operations of the existing judicial center, sheriff's office, and narcotics division office. Other facets of the project include demolishing an existing fire station and American Legion building, constructing a new parking lot, and extending a public road.

<i>Project Name & Location</i>	Rozier Hall, Fort Lee, Virginia
<i>Start Date / Completion Date</i>	November 2007 / April 2009
<i>Estimated Construction \$</i>	\$47 million

Project Manager. Rozier Hall functions similar to that of a vocational education/technical training facility in the private sector and accommodates up to 750 students and 115 staff. This design-build, 265,000 GSF state-of-the-art facility consists of general instruction classrooms, general purpose administration and operations,



laboratories, mid-bay area for equipment maintenance training, exterior covered storage, division-level tool storage, division-level instructor preparation rooms, and related items.

<i>Project Name & Location</i>	Social Security Administration Annex Building Renovation , Woodlawn, MD
<i>Start Date / Completion Date</i>	March 2000 / April 2002
<i>Estimated Construction \$</i>	\$50 million

Area Superintendent. The Social Security Administration (SSA) Annex is a 400,000 SF four story building located on the SSA Campus in Woodlawn, Maryland. Originally constructed in the 1960's, this renovation completely modernized the existing office facility. The work included interior/exterior demolition, hazardous material abatement, masonry, architectural precast, structural and miscellaneous metals, stone restoration, drywall, plaster, acoustical, painting, millwork access flooring, mod bit roofing, metal panels, skylights, doors, frames and hardware, aluminum windows, entrances, storefronts and curtainwalls, tile terrazzo, carpet and resilient flooring, food service equipment, building specialties, elevators, fire sprinklers, and new HVAC/plumbing and electrical systems. This project for the Federal Government had a mandated completion date for Owner move-in, and included state-of-the-art telecommunications, LAN, and WAN systems with raised access flooring.

<i>Project Name & Location</i>	DL Moss Criminal Justice Center , Tulsa, Oklahoma
<i>Start Date / Completion Date</i>	February 1997 / June 1999
<i>Estimated Construction \$</i>	\$64.4 million

Project Engineer. This facility is a 1,400-bed, direct supervision jail serving Tulsa County, Oklahoma. The facility, designed to house minimum, medium and maximum security inmates, is situated on a 23-acre site located just within the inner-dispersal loop surrounding the city. Single or double-occupancy cells represent 72% of the total beds for medium and maximum security inmates. The remaining 28% of the beds are provided in dormitories for minimum security (trustee) inmates. Support facilities include intake, inmate programs, medical, laundry, commissary, food service, maintenance shops and jail administration. The medical component provides outpatient medical, dental treatment, a 24-bed infirmary, which includes eight negative air pressure treatment rooms.

<i>Project Name & Location</i>	Rivers Correctional Facility , Winton, North Carolina
<i>Start Date / Completion Date</i>	March 2000 / January 2001
<i>Estimated Construction \$</i>	\$55 million

Field Engineer. Rivers Correctional Facility is a privately-operated, 1,450-bed low security male correctional facility located on 257 acres in Hertford County, two miles west of Winton, North Carolina. To meet the end user's critical need for housing inmates, the project was contracted for an aggressive, 11-month design-build schedule—and was delivered on time. The low-security prison is designed as a "campus" setting of single -story buildings and includes four general housing units, a special housing unit, a gymnasium/programs building, support building, administration building, industries building, four guard towers, and a gatehouse. Four elevated guard towers stand watch over the perimeter. The compound can be accessed via the administration building adjacent to the central control station, or through the secure vehicle sallyport.



Frank Schultz Project Superintendent

<i>Firm</i>	Hensel Phelps Construction Co.
<i>Years with Firm</i>	11
<i>Years of Experience</i>	21
<i>Current Position</i>	Project Superintendent
<i>Education</i>	Construction Management, University of Maryland, Eastern Shore

Mr. Schultz's leadership expertise has evolved from the on-site supervision, maintenance of construction quality control, and home office support he has provided for a variety of project types. his supervisory strengths include labor relations, labor supervision, labor cost control, equipment selection, contract administration, safety management, quality control, and various scheduling techniques. He actively participates in in-house superintendent training programs to establish the consistent and quality Hensel Phelps performance that is critical to successful project completion.

At the Notice to Proceed for the Fredericksburg Courthouse and Court Facilities project, Mr. Schultz will be responsible for the development of the project layout, site surveys, and site controls. He will be responsible for coordinating all RFIs between the Hensel Phelps management team, subcontractors, and the architects and engineers.

Relevant Projects

<i>Project Name & Location</i>	Spotsylvania County Circuit Court Building (PPEA) Spotsylvania County, Virginia
<i>Start Date / Completion Date</i>	May 2009 / September 2011
<i>Estimated Construction \$</i>	\$29.4 million

Project Superintendent. Hensel Phelps was awarded the County of Spotsylvania's first design-build project under a best value procurement methodology as a PPEA. Located on the south campus of the historic Spotsylvania County Court Complex, this project includes a 60,112 SF circuit court building and a 60,724 SF public safety building. Included in the public safety building will be the County's new Emergency 911 Center. One of the project's major challenges is the careful coordination of the operations of the existing Emergency 911 Center, as it is currently housed in a building adjacent to the jobsite. The Hensel Phelps-led team is continuously communicating with Emergency officials throughout the life of the project, as their 24/7 operations cannot be impacted in any way. Careful coordination is also a mandate for not impacting the operations of the existing judicial center, sheriff's office, and narcotics division office. Other facets of the project include demolishing an existing fire station and American Legion building, constructing a new parking lot, and extending a public road.

<i>Project Name & Location</i>	Towers Crescent, Phase III, Building F, Vienna, Virginia
<i>Start Date / Completion Date</i>	August 2007 / August 2009
<i>Estimated Construction \$</i>	\$70 million

Area Superintendent. Towers Crescent, Building F is a 13-story, Class-A Office Building which provides more than 304,000 SF office and retail tenant fit-out space in the Tysons Corner business center. It features a 370,000 SF, 978 space parking garage. The garage has 6 levels, 6 stairs, and 4 elevators and is cast-in-place with brick veneer and metal screen. Five fountains were constructed on the greens / open space area of the front



entrance of the building. Plaza landscaping, ornamental planting beds and sculptures were key elements to this facility. In 2008, Fairfax County awarded this project the 2007 Land Conservation Award for Erosion and Sediment Control on a Large Commercial project.

<i>Project Name & Location</i>	T.C. Williams High School (PPEA), Alexandria, Virginia
<i>Start Date / Completion Date</i>	July 2004 / June 2007
<i>Estimated Construction \$</i>	\$94.6 million

Project Engineer. The T.C. Williams High School is the City of Alexandria's landmark and only high school. Through a PPEA procurement process, Hensel Phelps was selected as the design-builder for this prestigious project. The three-story, 462,000 SF masonry and precast building--accompanied by a two-story, 143,000 SF parking structure--was constructed adjacent to the existing high school. Considered the most distinctive element of this project was the **achievement of a GOLD Level LEED** certification making it one of the first public high schools in the nation to reach this level. Registered with the US Green Building Council, the sustainable features of this project included a 450,000-gallon underground cistern to collect rainwater from the roof and store it for use in toilet flushing, air-conditioning operations and irrigation, and a permanent measurement and verification system to track water and energy usage at the facility. Data collected from this system is available to students at the central "dash board" located in the student commons. A unique garden roof that cleanses roof run-off before draining to the storm sewer system provides a living laboratory for students.

<i>Project Name & Location</i>	Pedestrian Walkback Tunnel at Washington Dulles International Airport
<i>Start Date / Completion Date</i>	October 2002 / November 2004
<i>Estimated Construction \$</i>	\$27.3 million

Field Engineer. The Pedestrian Walkback Tunnel is Washington Dulles International Airport's first tunnel designed to speed the movement of passengers between the main terminal and the airport's midfield terminals. The automated walkways or "moving sidewalks" provide passengers with another option, instead of the existing mobile lounges, as a way to get passengers from the main terminal to Concourses A and B. In the future, this walkway will be extended to connect Concourse B with a future permanent Concourse C.

Hensel Phelps performed the construction of the tunnel's architectural finishes that included the fit-out of the 40 x 30 ft oval-shaped tunnel that extends 750 feet and 10-15 feet below grade from the main terminal to Concourse B. Tunnel finishes include all architectural, mechanical, electrical, plumbing, fire protection, security and audio communications.



Brian Chaffee, AIA, LEED AP BD+C

Principal in Charge of Design

<i>Firm</i>	Fentress Architects
<i>Years with Firm</i>	30
<i>Years of Experience</i>	30
<i>Previous Employer</i>	Not Applicable
<i>Current Position</i>	Principal in Charge – Washington, DC Office
<i>Education</i>	Montana State University, School of Architecture, Masters of Architecture, 2009 Montana State University, School of Architecture, Bachelor of Architecture, 1981, 5 yr. professional degree
<i>Professional Registrations</i>	Registered Architect: Virginia #04001 01239; Washington DC #ARC-100637; Maryland #13918; Colorado #202103; Kentucky #5896; Louisiana #6256; Massachusetts #30385; New Hampshire #3358; New York #030491-1; North Carolina #9793; Ohio #0814575; Pennsylvania #RA403189; South Carolina #6868; Vermont #003-0002858
<i>Associations / Memberships</i>	National Council of Architectural Registration Boards (NCARB) Certificate #40977, File #33544 United States Green Building Council - Accredited Professional

Relevant Projects

<i>Project Name & Location</i>	Norfolk Consolidated Courts Complex , Norfolk, Virginia
<i>Start Date / Completion Date</i>	4/2008 – Construction TBD
<i>Estimated Construction \$</i>	\$130 Million

Principal In Charge of Design. This new 306,000 SF, eight-story building will combine the General District, Circuit, Juvenile & Domestic Relation Courts and associated Clerks and related agencies. **Twenty-four courtrooms, as well as all necessary support facilities**, secure parking, and direct prisoner access to the existing jail will complement the new complex. The new complex will be constructed in two phases to allow for ongoing activities at City Hall Plaza.

<i>Project Name & Location</i>	Jefferson County Government Center , Golden, Colorado
<i>Start Date / Completion Date</i>	3/1988 -3/ 1993
<i>Estimated Construction \$</i>	\$122.8 Million

Project Manager/Project Architect. In 2008, Fentress Architects was selected to complete a Master Plan Update of the Courts Building. Completed in 1993 by Fentress Architects, the 531,000 square foot government center is comprised of an administrative wing and a courthouse wing with a state-of-the-art security system. The 304,000 square foot **Courts wing is comprised of 27 courtrooms and 31 judges' chambers**. The 227,000 square foot Administrative wing is comprised of offices consolidating 26 departments. The Center houses approximately 268 employees and serves 1,000 to 1,500 visitors daily.



<i>Project Name & Location</i>	Larimer County Justice Center and Courthouse Office Building Larimer County, Colorado
<i>Start Date / Completion Date</i>	9/1998 – 8/2000 (Justice); 12/2000 – 8/2003 (Courthouse)
<i>Estimated Construction \$</i>	\$25.4 Million (Justice); \$22.8 Million (Courthouse)

Project Architect This is a design-build project with **Hensel Phelps Construction Co.** The Larimer County Justice Civic Center Master Plan promotes the development of mixed-use civic projects encouraging pedestrian scaled street frontages, vital and active uses for extended periods throughout the day, and design sensitivity to the existing historical context of 2-4 story brick commercial buildings. The program includes office space, **14 courtrooms and related functions**, retail, recreational and parking.

<i>Project Name & Location</i>	Loveland Police and Courts Building , Loveland, Colorado
<i>Start Date / Completion Date</i>	1/2000 – 5/2002
<i>Estimated Construction \$</i>	\$15 Million

Project Architect This is a design-build project with **Hensel Phelps Construction Co.** This 95,000 SF police and courts building uses a variety of shapes and textures to provide a welcoming and dignified presence for this city building. The building which includes 6 city and county agencies were consolidated within the building, including the police department, city attorney, **municipal courts, county courts**, probation department, and district attorney and **3 courtrooms**.

<i>Project Name & Location</i>	Montrose County Justice Center , Montrose, Colorado
<i>Start Date / Completion Date</i>	5/1993 – 8/1998
<i>Estimated Construction \$</i>	\$14.2 Million

Project Architect. The project consists of a **new courthouse** serving Colorado's Seventh Judicial District, a new jail facility serving Montrose, San Miguel and Ouray counties and a Sheriff's Building. The court program includes space for the combined State District Courts and County Courts as well as a State District Water Court. Clerk of the Combined Court, Jury Assembly, Law Library, Judicial District Administration, Probation, District Attorney and Child Support Administration spaces are also provided.

<i>Project Name & Location</i>	Military Department Investigative Agencies (MDIA) Headquarters Building Quantico, Virginia
<i>Start Date / Completion Date</i>	9/2008 – 12/2010
<i>Estimated Construction \$</i>	\$362 Million

Principal In Charge of Design. This is a design-build project with **Hensel Phelps Construction Co.** This building consists of the design and construction of a 719,000 SF multi-story headquarters facility. **The building is designed to achieve LEED Silver Certification.**

<i>Project Name & Location</i>	The National Museum of the Marine Corps , Quantico, Virginia
<i>Start Date / Completion Date</i>	9/2002 – 11/2006
<i>Estimated Construction \$</i>	\$61 Million

Principal In Charge of Design/Project Architect. The National Museum of the Marine Corps is now the number one tourist attraction in Virginia, drawing over 500,000 people annually. Designed by Fentress Architects, the exterior design is meant to "evoke the image of the flag raisers of Iwo Jima." The 100,000-square-foot museum is a tribute to the U.S. Marines who have served since 1775.



Dana W. A. Herlong, AIA, NCARB

Principal, Facilities Management and Planning

<i>Firm</i>	Herlong Associates Inc, Facilities Management and Architecture
<i>Years with Firm</i>	32
<i>Years of Experience</i>	38
<i>Previous Employer</i>	Not Applicable
<i>Current Position</i>	President, Director of Planning and Design
<i>Education</i>	Bachelor of Science, G.S. Architecture, Louisiana State University, 1972
<i>Registrations & Memberships</i>	Registered Architect, Virginia #8085 National Council of Architectural Registration Board (NCARB) Certified The American Institute of Architects, Northern Virginia Chapter, member
<i>Continuing Education</i>	Value Management Team Certified, Hudson Value Workshops AEE LEED: Sustainable Design and Bringing Green to the Market BCOM Construction & Professional Services Manual Seminar AIA NOVA Historic Resources Committee National Trust for Historic Preservation, Leadership Training, Fredericksburg Architectural Renaissance Summit: 21 st Century Education, V-QUEST ADA Seminar: Opening All Doors Fredericksburg ARB Advanced Preservation Workshop Concordia Fredericksburg Community Planning Project

Relevant Projects

<i>Project Name & Location</i>	Potomac Point Winery , Stafford Virginia
<i>Start Date / Completion Date</i>	12/2005 – 07/2006; Occupancy: 06/2007
<i>Estimated Construction \$</i>	\$ 4,000,000

Project Architect. Full A/E services. Villa-style winery and events complex in Stafford VA, on a 13-acre vineyard. Multi-story concrete, masonry and stucco complex with a sculptured bronze-gated central courtyard with a 43' tall tower and balconies. The 23,000 s.f. facility features a tasting room, gift shop, lounges, arbors and patios overlooking vineyards. Special amenities: a 250-person event room, full-service kitchen, candlelit cellar, barrel room, reserve-tasting library and a tunnel to the vineyard walking path. Lower-level concrete winery for production, bottling and distribution, with 20,000 case capacity per year. Virginia's finest.

<i>Project Name & Location</i>	VDOT Dale City Trucks Rest Areas I95-North and I-95 South , Dale City, Virginia
<i>Start Date / Completion Date</i>	2009/Construction TBD
<i>Estimated Construction \$</i>	\$ 1,800,000

Project Architect/Project Manager. Full A/E services. The masonry landmarks along I-95, two VDOT rest areas, similar in design were combined to be bid as one contract. Restoration, refinishes, accessibility and code upgrades and complete systems replacements. Art and Architecture Review approvals for the sensitive portico enclosures. Full site and truck parking upgrades.



<i>Project Name & Location</i>	Fredericksburg/Spotsylvania National Military Park: Chatham & Fredericksburg Stafford and Fredericksburg, Virginia
<i>Start Date / Completion Date</i>	2010/2010
<i>Estimated Construction \$</i>	\$1,900,000

Project Architect/Project Manager. Architectural design and planning services for two local Parks.
Fredericksburg Sunken Road Visitor Center: Concept plan for new parking, pedestrian and exhibit amenities on seven acquired adjacent lots. Relocating vehicles allows the Sunken Wall experience a fuller interpretation.
Chatham Manor: Concept plan for a new and expanded roadway through this historically significant site. The plan sensitively integrates new bus and vehicle parking, pedestrian walkways and exhibit amenities on historically significant site.

<i>Project Name & Location</i>	The Baton Rouge Municipal Centroplex, Baton Rouge, LA
<i>Start Date / Completion Date</i>	1974/1977
<i>Estimated Construction \$</i>	\$ multi-million

Intern Architect with Associate-Architect Team. Full A/E design services. The Arts & Science Museum; Plaza Mall Park, a multi-level public park with amphitheatres, fountains, bridges and landscaped walkway; the subterranean Central Mechanical Building integrated with the Plaza Mall Park; Two Parking Garage Structures, interconnected by bridges to Centroplex and Plaza Mall Park. Valuable early work.

Community Involvement

- Fredericksburg Economic Development Authority, Member, Officer 2005-2012
- Jumpstart! 2010 Fredericksburg, EDA committee Initiative, since 2005
- F-S-S Chamber of Commerce, Member since 1988; Board 1995-2001
- Rappahannock Area United Way Board, Member/Officer 1992-1998, 2004-2009
- Caroline County Business Roundtable, Alumni 2006-present
- Leadership Colloquium for Professional Women, Alumni since 1994; Presenter 2001; Patricia Lacey Metzger Distinguished Achievement Award at 17th Annual Leadership Colloquium, 2010
- Commonwealth Girl Scouts, Woman of Distinction in Math & Science, 2005
- Rappahannock Rotary Club, Member since 1990, Board 1991-1994, Paul Harris Fellow since 1997
- Historic Fredericksburg Foundation, Inc., member since 1988
- Spotsylvania County Building Code Appeals Board, Member 1991-1998
- Fredericksburg Regional Alliance, since 1997
- SkillsUSA Architectural Drafting Competition, Judge, since 1999
- Spotsylvania Career and Technical Education Council, since 2003



Steve Kunin, AIA, LEED AP BD+C

Design Project Manager

<i>Firm</i>	Fentress Architects
<i>Years with Firm</i>	2
<i>Years of Experience</i>	37
<i>Previous Employer</i>	Perkins+Will – Washington, DC
<i>Current Position</i>	Project Manager – Washington, DC Office
<i>Education</i>	Bachelor of Art, University of California, Los Angeles, 1968 Master of Architecture, University of California, Berkeley, 1973
<i>Professional Registrations</i>	Registered Architect: Virginia #014558; California #C9688
<i>Associations / Memberships</i>	United States Green Building Council - Accredited Professional

Relevant Projects

<i>Project Name & Location</i>	Norfolk Consolidated Courts Complex, Norfolk, Virginia
<i>Start Date / Completion Date</i>	4/2008 – Construction TBD
<i>Estimated Construction \$</i>	\$130 Million

Project Manager. This new 306,000 SF, eight-story building will combine the General District, Circuit, Juvenile & Domestic Relation Courts and associated Clerks and related agencies. **Twenty-four courtrooms, as well as all necessary support facilities,** secure parking, and direct prisoner access to the existing jail will complement the new complex. The new complex will be constructed in two phases to allow for ongoing activities at City Hall Plaza.

<i>Project Name & Location</i>	Hampton Roads Regional Jail, Portsmouth, Virginia
<i>Start Date / Completion Date</i>	11/1996 – 11/1998
<i>Estimated Construction \$</i>	\$60 Million

Project Manager. The Hampton Roads Regional Jail was constructed to fill the need for a facility that would accommodate severe overcrowding and the detention of special needs inmates, including those with medical and high risk behavioral problems for 5 local sheriff's departments. The jail is designed to hold over 700 inmates. The central plant and support facilities are capable of handling the planned expansion to over 1000 inmates. The project was constructed in an industrial area of Portsmouth, VA and has contributed to the revitalization of a part of the city that was languishing.

<i>Project Name & Location</i>	Lynwood Regional Justice Center, Courthouse, Jail and Sherriff's Station Lynnwood, California
<i>Start Date / Completion Date</i>	5/1992 – 5/1994
<i>Estimated Construction \$</i>	\$125 Million

Project Manager. Other than the Los Angeles Central Jail, this is the 2nd largest jail in the LA Sheriff's department constellation of facilities. The justice center integrates detention facilities for males, females, and juveniles (1,095 beds); a stand-alone sheriff station; **a courthouse with 4 courtrooms;** and a four-level parking garage with a helipad on the roof. The project is notable for the circular public courtyard that is formed by the facades



of the sheriff's station, the courthouse, and the jail visitor entrance, each element clad with colorful glazed ceramic tile.

Project Name & Location **Baltimore County Detention Center, Phase I Addition, Towson, Maryland**
Start Date / Completion Date 11/1992 – 6/2002
Estimated Construction \$ \$60 Million

The detention center is an addition to an existing jail that doubles the capacity of an existing jail. It also integrates the security, data, building automation, and fire alarm systems from two previous phases of construction and brings them all up to current codes and standards for a fully integrated facility. The building's public face is wrapped with limestone-like precast panels and glazed curtain walls. From the street and the adjacent neighborhood the project looks like a modern office building. Visitor and employee parking for 200 vehicles is hidden from public view in a parking garage that is buried under the administration portion of the building.

Project Name & Location **Commonwealth of Virginia State Office Building, Richmond, Virginia**
Start Date / Completion Date 7/2007 – Construction TBD
Estimated Construction \$ \$120 Million

Project Manager. The project included 300,000 SF of new construction and a 150,000 SF renovation. The project consisted of a new 10-story building with 4-levels of underground parking and the renovation of an historic hotel located adjacent to the new construction. The design includes offices, hearing rooms, conference rooms, and assembly areas for the state legislature. **The building is designed to achieve LEED Silver Certification.**

Project Name & Location **Los Angeles Superior Court, Van Nuys, California**
Start Date / Completion Date 1/1988-1/1990
Estimated Construction \$ \$60 Million

Project Manager. This 10-story, 250,000 SF project consists of a courthouse including 11 courtrooms; court administration; City Attorney; Criminal Courts; Traffic Courts and the Sheriff's Department. The structure is clad in granite and limestone with a glass curtainwall.

Project Name & Location **Chief of Army Reserve (OCAR) Headquarters and Administration Building**
Ft. Belvoir, Virginia
Start Date / Completion Date 9/2010-9/2011
Estimated Construction \$ \$19.5 Million

Project Manager. This is a design-build project with **Hensel Phelps Construction Co.** Scheduled to be completed in a total of just 365 days, the 80,000 GSF Office, Chief of Army Reserve (OCAR) Headquarters and Administration Building will house the leadership of the US Army Reserve and associated support staff. The OCAR program includes the Command Suite and secure Command Conference Room, a secure SIPR net café-type workstation suite, data –processing, training, dining and assembly spaces. The building will receive **LEED Silver Certification**, and will conform to all Anti-Terrorism / Force Protection requirements. As a building on an **historic military installation** whose origins precede the founding of our nation, rigorous design standards must be met and approved by the National Capital Planning Commission and must conform to the Fort Belvoir Installation Design Guide.



Raymond L. Herlong, AIA, NCARB

Vice President, Director of Construction and Evaluation Services

<i>Firm</i>	Herlong Associates Inc
<i>Years with Firm</i>	32
<i>Years of Experience</i>	37
<i>Previous Employer</i>	Not Applicable
<i>Current Position</i>	Vice President, Director of Construction and Evaluation Services
<i>Education</i>	Bachelor of Architecture with honors, Louisiana State University, 1973
<i>Registrations & Memberships</i>	Registered Architect, Virginia #7376 National Council of Architectural Registration Board (NCARB) Certified American Institute of Architects, Northern Virginia Chapter, member
<i>Continuing Education</i>	Recognized Expert Witness: Virginia and Louisiana Rehabilitation and Change of Use, Virginia DHCD Historic Preservation Tax Incentives National Trust for Historic Preservation, Leadership Training ADA Seminar: Opening All Doors Concordia Fredericksburg Community Planning Project Crime Prevention Through Environmental Design (CPTED) Certified

Relevant Projects

<i>Project Name & Location</i>	Fredericksburg Regional Transit Station, Site Feasibility & Concept Plan Studies Fredericksburg, Virginia
<i>Start Date / Completion Date</i>	2003/2004
<i>Estimated Construction \$</i>	Budget cost estimated at \$ 3.5 M

Project Manager. Studies determined the existing limited (0.7 acre) and irregular shaped, multi-modal transit facility site could accommodate the growing FRED Transit System and the interstate-bound Greyhound operations. The site proved ideally located to meet regional transportation needs. Programming and systems needs analyses determined a conceptual 10,100 s.f. two-story terminal with attached bus canopies would fit on-site, with safe bus circulation on and around the site, based on 15-year growth projections. Fleet maintenance and storage were located to a remote site.

<i>Project Name & Location</i>	The Twins Germanna Office Park, Locust Grove, Virginia
<i>Start Date / Completion Date</i>	2003/2004
<i>Estimated Construction \$</i>	\$ 9,000,000

Project Manager. Full architectural/engineering/construction management services were provided for the new professional / medical office building and 3-acre site development, located in Locust Grove, Virginia. It is a three-story, 61,000 s.f. contemporary steel structure. The building envelope is green glazed curtain wall and detailed masonry with pre-cast accents. Exceeds Energy Code by 17%. Net lease is 82.5% of the total.



<i>Project Name & Location</i>	Caroline County Visitor Center and Economic Development/Tourism Complex, Caroline County, Virginia
<i>Start Date / Completion Date</i>	Design 2005/Occupied 2008
<i>Estimated Construction \$</i>	\$ 2,000,000

Project Manager. Site selection, T-21 Grant Consulting, Full A/E services. A Virginia-Certified Regional Visitor Center, this single-story masonry and steel structure sits on 1.8 acres which includes bermed landscaped planters and clerestory glass features create energy efficiency, natural light and display walls. A 2-story curtain wall feature displays a prehistoric Eobaeleoneoptera, indigenous to Carmel Church. Building area is 7,000 s.f. with a 2,500 s.f. covered portico to be constructed in a future phase. Users : Economic Development / Tourism conference facilities, a Market Place and flexible County meetings and community uses.

<i>Project Name & Location</i>	Fire Station Design and Planning, Various Locations
<i>Start Date / Completion Date</i>	1980 to present
<i>Estimated Construction \$</i>	\$ 15,000,000

Role on Project. Project Architect/Project Manager. Full A/E Design and Consulting services. Seven new fire stations and multiple fire station alterations and additions. Design of training centers and burn facilities. Fire and rescue master planning and operations studies. Site feasibility studies and site selection consulting.

Community Involvement

- Fredericksburg Building Code Appeals Board, Chairman, 2006 to present
- FBI Citizens Academy, Certified 2007
- Military Affairs and BRAC Committees, Chamber of Commerce
- Stafford Schools Technical Advisory Council, since 2000
- Fredericksburg Regional Alliance, member since 1997
- Fredericksburg Regional Preservation Trust, President since 2004
- SkillsUSA Drafting Competition, judge, since 1999
- Historic Fredericksburg Foundation, Inc., since 1988; Board for 3 terms
- Independent Film Festival, participation since 2007
- National Speleological Society, caver and member since 1990
- New River Gorge Day, rappelling participant 2000 and 2002
- Boy Scouts, Eagle Father, 1990
- Girl Scouts, Gold Award Father, 1993



William Vinyard, RA Project Architect

<i>Firm</i>	Fentress Architects
<i>Years with Firm</i>	4
<i>Years of Experience</i>	27
<i>Previous Employer</i>	Giuliani Associates Architects – Alexandria, Virginia; Cesar Pelli and Associates – New Haven, Connecticut
<i>Current Position</i>	Project Architect – Washington, DC Office
<i>Education</i>	Yale University, Master of Architecture, 1988 University of Virginia, Graduate School of Architecture, 1984 Portland State University, Bachelor of Science Arts and Letters, 1981-1984 University of Oregon, School of Music, 1978-1981
<i>Professional Registrations</i>	Registered Architect: Maryland #15317; Connecticut # ARI.0004545
<i>Associations / Memberships</i>	Fellow of the American Academy in Rome Assistant Instructor, Architectural History – Vincent Scully

Relevant Projects

<i>Project Name & Location</i>	Norfolk Consolidated Courts Complex, Norfolk, Virginia
<i>Start Date / Completion Date</i>	4/2008 – Construction TBD
<i>Estimated Construction \$</i>	\$130 Million

Project Architect. This new 306,000 SF, eight-story building will combine the General District, Circuit, Juvenile & Domestic Relation Courts and associated Clerks and related agencies. **Twenty-four courtrooms, as well as all necessary support facilities,** secure parking, and direct prisoner access to the existing jail will complement the new complex. The new complex will be constructed in two phases to allow for ongoing activities at City Hall Plaza.

<i>Project Name & Location</i>	Military Department Investigative Agencies (MDIA) Headquarters Building Quantico, Virginia
<i>Start Date / Completion Date</i>	9/2008 – 12/2010
<i>Estimated Construction \$</i>	\$362 Million

Project Architect. This is a design-build project with **Hensel Phelps Construction Co.** This building consists of the design and construction of a 719,000 SF multi-story facility for the 2005 Base Realignment and Closure Commission-directed (BRAC) collocation of Military Department Investigative Agencies (MDIA). Included are a collocated “School House” for the Joint Counterintelligence Training Academy (JCITA) and the DSS, a logistics building, visitor control center and off-site development of utilities, bridge and roadway improvements. **The building is designed to achieve LEED Silver Certification.**



<i>Project Name & Location</i>	National Maritime Intelligence Center Expansion, Suitland, Maryland
<i>Start Date / Completion Date</i>	10/2007 – 5/2010
<i>Estimated Construction \$</i>	\$60.6 Million

Project Architect. This is a design-build project with **Hensel Phelps Construction Co.** The new 160,500 SF, 5-story building expansion accommodates 824 additional personnel in an efficient, state-of-the-art, secured environment providing command support for missions related to the Office of Naval Intelligence and its sub-tenants. The expansion includes unique areas such as designated Sensitive Compartmented Information Facility (SCIF) spaces, training areas, an automated data processing center, as well as an executive conference center and fitness facility. Approximately 32,000 SF of renovation work to the existing 20-year old NMIC facility is being implemented upon completion of new building construction. Designed and constructed as a candidate to achieve **LEED certification**, the project is registered to receive certified and incorporates many sustainable design features.

<i>Project Name & Location</i>	Chief of Army Reserve (OCAR) Headquarters and Administration Building Ft. Belvoir, Virginia
<i>Start Date / Completion Date</i>	9/2010-9/2011
<i>Estimated Construction \$</i>	\$19.5 Million

Project Architect. This is a design-build project with **Hensel Phelps Construction Co.** Scheduled to be completed in a total of just 365 days, the 80,000 GSF Office, Chief of Army Reserve (OCAR) Headquarters and Administration Building will house the leadership of the US Army Reserve and associated support staff. The OCAR program includes the Command Suite and secure Command Conference Room, a secure SIPR net café-type workstation suite, data –processing, training, dining and assembly spaces. The building will receive **LEED Silver Certification**, and will conform to all Anti-Terrorism / Force Protection requirements. As a building on an **historic military installation** whose origins precede the founding of our nation, rigorous design standards must be met and approved by the National Capital Planning Commission and must conform to the Fort Belvoir Installation Design Guide.

<i>Project Name & Location</i>	New Haven Municipal Building New Haven, CT
<i>Start Date / Completion Date</i>	Design was 11 months and began in 1983 – Construction Complete in 1993
<i>Estimated Construction \$</i>	\$22 Million

Project Architect. Restoration, renovation and modernization of Landmarked 1861 New Haven City Hall and County Courthouse on Historic Town Green. 155,000 SF of Additional Municipal Offices and structured public parking was provided. The central four-story stair hall, which had been demolished, was reconstructed along with its original cast-iron staircase, skylight and vaulted ceiling. Complete building systems and accessibility upgrades were integrated into the historic design.



Stig Owens, P.E., LEED AP, DBIA Lead Civil Engineer

<i>Firm</i>	Sekiv Solutions
<i>Years with Firm</i>	1
<i>Years of Experience</i>	25
<i>Previous Employer</i>	Managing Principal at Timmons Group (Richmond, Virginia)
<i>Current Position</i>	Founder & Owner
<i>Education</i>	Bachelor of Science in Civil Engineering, Virginia Tech - 1986
<i>Professional Registrations</i>	Professional Engineer - Virginia, North Carolina, South Carolina & Wash., D.C. DBIA Designated Design-Build Professional (2006) LEED Accredited Professional (2005)
<i>Associations / Memberships</i>	Member of the Design-Build Institute of America

Stig is a founding partner of sēkivsolutions, and is highly experienced in a wide array of civil engineering and design aspects in both the public and private market sectors. He has led and coordinated a significant number of integrated site development design teams and worked on the technical aspects of numerous Government and Public Safety facilities, as well as Educational, Institutional, Commercial & Office, Adaptive Reuse, and Residential projects. He has also been responsible for the project management, engineering and design of road networks, water supply systems and wastewater collection and transport projects. Stig has been successful in performing Value Engineering exercises to adhere to budget compliance, and is focused on a Quality Control / Quality Assurance delivery method.

Over the past 10 years, Stig has worked with **Hensel Phelps on six (6) design-build projects** totaling more than **\$450 million** of in place construction.

Relevant Experience

<i>Project Name & Location</i>	Buckingham County Courthouse Addition – Buckingham County, Virginia
<i>Start Date / Completion Date</i>	2003 / 2005
<i>Estimated Construction \$</i>	\$1 Million (Site Civil Construction Costs)

This expansion project consisted of constructing new courtrooms in a new addition for the Circuit Court and General District Court. A new hearing room was also provided for the Juvenile & Domestic Relations Court. Civil site design and engineering included preparation of a site development plan including layout, grading, drainage and stormwater management design, as well as the coordination of a landscape and hardscape plan. Responsibilities also included obtaining the necessary approvals and permits from Buckingham County and other state agencies to facilitate construction.

<i>Project Name & Location</i>	Mathews County Courthouse – Mathews County, Virginia
<i>Start Date / Completion Date</i>	2002 / 2004
<i>Estimated Construction \$</i>	\$1.2 M (Site Civil Construction Costs)

Project management and civil engineering for this re-development project on a former school site included design for the site's layout, a new turn-lane, grading, drainage, stormwater management, a water well with a



fire storage tank, sanitary sewer system, erosion and sediment control measures, off-site drainage analyses and MS-19 evaluation, as well as permitting through the appropriate local and state agencies.

<i>Project Name & Location</i>	Cumberland County Courthouse Addition – Cumberland County, Virginia
<i>Start Date / Completion Date</i>	2000 / 2003
<i>Estimated Construction \$</i>	\$0.8 Million (Site Civil Construction Costs)

This expansion project was to a building originally constructed in 1818. Project management and civil engineering for this endeavor included design for the site's layout, grading, drainage, storm sewer network, sanitary sewer system, erosion and sediment control measures, and off-site drainage analyses and MS-19 evaluation, as well as permitting through the appropriate local and state agencies.

<i>Project Name & Location</i>	Federal Correctional Institutes – Petersburg, VA and Butner, N.C.
<i>Start Date / Completion Date</i>	1999 / 2001 (FCI, Petersburg) and 2003 / 2005 (FCI, Butner)
<i>Estimated Construction \$</i>	\$5 Million (Site Civil Construction Costs)

These design-build endeavors with **Hensel Phelps Construction Co.** involved the construction of medium-security facilities in order to house 1200 inmates and 300 employees on approximately 100 and 150 acres owned by the Federal Bureau of Prisons. An advanced civil package was prepared to allow for the installation of erosion and sediment control measures, clearing and rough grading exercises. This project also consisted of the preparation of the site's construction documents, including plans for the site layout, utilities, grading and drainage, stormwater management, off-site 12-inch waterline, 0.5 million-gallon water storage tanks, water booster stations, and sewage screening facilities. The FCI Butner facility is the **first LEED Certified** FCI for the Federal Bureau of Corrections.

<i>Project Name & Location</i>	Engineering Research Facility Expansion – Quantico, Virginia
<i>Start Date / Completion Date</i>	2003 / 2005
<i>Estimated Construction \$</i>	\$1.5 Million (Site Civil Construction Costs)

This design-build endeavor with **Hensel Phelps Construction Co.** included the preparation of the site civil construction documents for a new facility. The civil engineering and design included preparation of plans for the site's layout, grading, drainage, storm sewer system, stormwater management, water and sanitary sewer design, erosion and sediment control measures, and off-site drainage analyses and MS-19 evaluation.

NOTE: The projects denoted were performed by Stig Owens while employed as a Managing Principal at a regional civil engineering and consulting firm.



Shannon Browning

Civil Engineering Project Manager

<i>Firm</i>	Sekiv Solutions
<i>Years with Firm</i>	0.1
<i>Years of Experience</i>	13
<i>Previous Employer</i>	Project Manager / Engineer at Timmons Group (Richmond, Virginia)
<i>Current Position</i>	Project Engineer
<i>Education</i>	Bachelor of Science in Civil Engineering, Old Dominion University - 1997 Bachelor of Science, Physics, Virginia Commonwealth University - 1998
<i>Professional Registrations</i>	None
<i>Associations / Memberships</i>	Member of Chi Epsilon

Shannon is experienced in a wide variety of civil engineering and design aspects in the public market sector. He has served as both the Project Manager and Project Engineer on numerous Government and Public Safety facilities, as well as Educational and Institutional projects. He has been responsible for the complete civil site design and technical aspects for these projects, as well as the management of an array of off-site roadways and utilities necessary to support the development. He has also been involved in performing Value Engineering exercises with the owner to adhere to budget compliance. His role with clients and local and state officials consistently leads to swift approvals and permitting through the appropriate regulatory review agencies. Shannon's specific areas of expertise include:

Relevant Projects

<i>Project Name & Location</i>	Lafayette Elementary School – City of Fredericksburg, Virginia
<i>Start Date / Completion Date</i>	2002 / 2005
<i>Estimated Construction \$</i>	\$2.5 Million (Site Civil Construction Costs)

Civil engineering and design for this PPEA endeavor included the design of the site's layout (access drives, parking lot, bus loop, and athletic fields), grading, drainage, storm sewer network, stormwater management, sanitary sewer system, erosion and sediment control measures, off-site drainage analyses and MS-19 evaluation, as well as permitting through the appropriate local and state agencies.

<i>Project Name & Location</i>	James Monroe High School – City of Fredericksburg, Virginia
<i>Start Date / Completion Date</i>	2003 / 2006
<i>Estimated Construction \$</i>	\$5.5 Million (Site Civil Construction Costs)

Civil engineering and design for this PPEA project included the design for the site's layout (access drives, parking lot, bus loop, and athletic fields), grading, drainage, storm sewer network, stormwater management, sanitary sewer system, erosion and sediment control measures, off-site drainage analyses and MS-19 evaluation, as well as permitting through the appropriate local and state agencies. This PPEA project presented various challenges since the new high school was constructed on the same site as the existing high school, which was still in use. The new school was constructed behind the existing school and once



complete, the old building was demolished to construct the parking lots and athletic fields. The stormwater runoff from the site was discharged to the Rappahannock Canal located at the rear of the site.

<i>Project Name & Location</i>	Cal Ripken Ball Field – City of Fredericksburg, Virginia
<i>Start Date / Completion Date</i>	2009 / 2010
<i>Estimated Construction \$</i>	\$2.5 Million (Site Civil Construction Costs)

Civil engineering and design for this project consisted of design of the site’s layout, synthetic turf baseball fields, entrance road, grading, drainage, storm sewer network, stormwater management, sanitary sewer system, erosion and sediment control measures, off-site drainage analyses and MS-19 evaluation, as well as permitting through the appropriate local and state agencies. The park is located on the old Embrey Dam silt disposal site that consisted of large, silt dewatering pond and silt stockpile areas. Low impact design strategies (LID) were utilized in the design of the site that consisted of:

- Promoting ground water infiltration by using open stone in the parking areas
- Minimizing the stormwater runoff by using large open infiltration swales and dry infiltration detention ponds
- Eliminating any additional clearing other than what had already taken place with the previous project

<i>Project Name & Location</i>	Mathews County Courthouse – Mathews County, Virginia
<i>Start Date / Completion Date</i>	2002 / 2004
<i>Estimated Construction \$</i>	\$1.2 Million (Site Civil Construction Costs)

Project management and civil engineering for this re-development project on a former school site included design for the site’s layout, a new turn-lane, grading, drainage, stormwater management, a water well with a fire storage tank, sanitary sewer system, erosion and sediment control measures, off-site drainage analyses and MS-19 evaluation, as well as permitting through the appropriate local and state agencies.

NOTE: The projects denoted were performed by Shannon Browning while employed as Project Manager / Project Engineer at a regional civil engineering and consulting firm



J. David Gibbs, EIT

Geotechnical Project Manager

<i>Firm</i>	Froehling & Robertson, Inc.
<i>Years with Firm</i>	3
<i>Years of Experience</i>	3
<i>Previous Employer</i>	None
<i>Current Position</i>	Staff Engineer
<i>Education</i>	B.S., Civil Engineering, Tennessee Technological University, 2007
<i>Professional Registrations</i>	Engineer-in-Training, Tennessee; Certified CSX Railroad Safety Subcontractor; ACI Concrete Field Testing Technician – Grade I; Radiation Safety Training
<i>Associations / Memberships</i>	American Society of Civil Engineers; Deep Foundations Institute

Relevant Projects

<i>Project Name & Location</i>	University of Mary Washington W.M. Anderson Center Fredericksburg, Virginia
<i>Start Date / Completion Date</i>	2009 / 2010
<i>Estimated Construction \$</i>	N/A

Mr. Gibbs served as the geotechnical project manager for multi-story Athletics, Recreation, and Convocation Center. As project manager he oversaw the subsurface investigation and performed geotechnical engineering analyses. The analyses included general subsurface conditions, shallow foundation recommendations, lateral earth pressures, pavement design recommendations, and construction recommendations. Specific services included performing Refraction Microtremor (ReMi) Survey at the project site, resulting in a more economical design.

<i>Project Name & Location</i>	Fall Hill Avenue Replacement Canal Bridget and Roadway Fredericksburg, Virginia
<i>Start Date / Completion Date</i>	2010
<i>Estimated Construction \$</i>	N/A

As Geotechnical Project Manager, he oversaw the subsurface investigation and performed geotechnical engineering analyses. Provided design recommendations for shallow and deep foundations bearing on rock and slope stability recommendations.

<i>Project Name & Location</i>	University of Mary Washington Residence Hall Renovations Fredericksburg, Virginia
<i>Start Date / Completion Date</i>	2010
<i>Estimated Construction \$</i>	N/A

Mr. Gibbs served as the geotechnical project manager for the 4 story tower additions and building modifications to the existing residence halls. As project manager he oversaw the subsurface investigation and performed geotechnical engineering analyses. The analyses included shallow, intermediate (ground improvement), and



deep foundation recommendations, and retaining wall recommendations. Also assisted the designers with various schemes for minimizing settlement of the 4 story towers additions.

Project Name & Location **The State Theatre Foundation, Inc.; Culpeper State Theatre; Culpeper, Virginia**
Start Date / Completion Date 2007
Estimated Construction \$ N/A

As Geotechnical Project Manager, he performed the subsurface investigation and geotechnical engineering analyses that included general subsurface conditions, shallow recommendations, and construction recommendations.

Project Name & Location **Food Tech, Inc.; Harris Teeter Distribution Center; King George, Virginia**
Start Date / Completion Date 2009
Estimated Construction \$ N/A

Mr. Gibbs served as the geotechnical project manager for 985,000 square foot Distribution Center. As project manager he oversaw the subsurface investigation and performed geotechnical engineering analyses. The analyses included shallow foundation recommendations and a ground improvement densification program, rigid and flexible pavement design recommendations. Specific services included performing dilatometer testing and cone penetrometer testing to provide more detailed information regarding settlement potential, resulting in a more economical design.

Project Name & Location **University of Mary Washington; Campus Dive Slope and Roadway Failure; Fredericksburg, Virginia**
Start Date / Completion Date 2010/2010
Estimated Construction \$ N/A

Mr. Gibbs served as the geotechnical, design, and CMT project manager for the Campus Drive Slope and Roadway Failure. As geotechnical project manager he oversaw the subsurface investigation and performed geotechnical engineering analyses to included slope failure analyses and remediation options. As design project manager he performed the geotechnical and structural analyses of the 150-foot continuous drilled shaft retaining wall. He also oversaw the preparation of the contract drawings and specifications. As CMT project manager he provided oversight, inspection, and testing services for the construction of the wall.

Project Name & Location **Marine Corps Heritage Center Heritage Memorial Chapel; Quantico, Virginia**
Start Date / Completion Date 2007 / 2008
Estimated Construction \$ N/A

As Geotechnical Project Manager he oversaw the subsurface investigation and performed geotechnical engineering analyses that including general subsurface conditions, shallow foundation recommendation, and constructions recommendations. This project was designed by **Fentress Architects**.



Theron M. Peacock, P.E, BSCP

Structural Engineer

<i>Firm</i>	WOODS PEACOCK Engineering Consultants, Inc.
<i>Years with Firm</i>	11
<i>Years of Experience</i>	34
<i>Previous Employer</i>	FDE Ltd.
<i>Current Position</i>	Principal
<i>Education</i>	Bachelor of Architectural Engineering
<i>Professional Registrations</i>	VA, MD, DC, PA, MA, NY, WV, FL, LA, NC, DE, OH, CO
<i>Associations / Memberships</i>	ASCE, SAME, ACI, AISC, AISI, CASE/MW

Relevant Projects

<i>Project Name & Location</i>	U.S. Federal Courthouse, Ft. Pierce, FL
<i>Start Date / Completion Date</i>	2008 / 2010
<i>Estimated Construction \$</i>	\$42.1 million

Four-story, 122,400 SF cast-in-place concrete structure supported on mat foundation; underground parking; designed to comply with ISC Security Design Criteria & GSA Progressive Collapse criteria.

<i>Project Name & Location</i>	U.S. Federal Courthouse, Harrisburg, PA
<i>Start Date / Completion Date</i>	2010 / 2012
<i>Estimated Construction \$</i>	\$95 million

Deep foundation system. There will be underground parking and the structure will be designed to comply with the ISC Security Design Criteria & GSA Progressive Collapse criteria. Principal-in-Charge of the part of the collaborative two member structural design team responsible for the foundation design.

<i>Project Name & Location</i>	U.S. Federal Courthouse, San Antonio, TX
<i>Start Date / Completion Date</i>	Waiting for Notice To Proceed
<i>Estimated Construction \$</i>	\$95 million

Anticipated to be a multi-story conventionally reinforced concrete structure supported on a deep foundation system. There will be underground parking and the structure will be designed to comply with the ISC Security Design Criteria & GSA Progressive Collapse criteria. Principal-in-Charge of WOODS PEACOCK's design team that is part of the collaborative two member structural design team for this project.

<i>Project Name & Location</i>	Lewis F. Powell Courthouse Garage Repairs, Richmond, VA
<i>Start Date / Completion Date</i>	2008 / 2011
<i>Estimated Construction \$</i>	\$2.1 million

Repair and restoration of the steel framed structure that forms the roof of the underground parking garage. It is a concrete encased steel structure constructed in the early 1900's. There are three porticoes supported by this



structure that had to be shored in place while the structure was repaired. Severe corrosion of the steel framing occurred underneath the concrete encasement. The repairs included the removal of the concrete encasement, cleaning and repair of the steel framing, and placing new concrete to encase the steel framing. The project involved the removal, storage, and reconstruction of granite walls that were supported on top of the structure.

Project Name & Location **Robert Vance Federal Courthouse Renovation, Birmingham, AL**
Start Date / Completion Date 2009 / 2011
Estimated Construction \$ \$32 million

Major renovation and restoration of a four-story, historically significant structure; design to comply with ISC Security Design Criteria. Structural aspects included removal of columns and restructuring of roof framing to accommodate new open courtrooms, design of new egress stairwells within the building, design of a new sally port and CAC for the U.S. Marshall service, design of perimeter security features, and design of new parking structure for judges and marshalls.

Project Name & Location **The Twins of Germanna, Locust Grove, VA**
Start Date / Completion Date 2004 / 2005
Estimated Construction \$ \$5 million

Herlong Associates Inc is the Architect of Record for this new three-story, 61,000 SF steel framed office building with a masonry and glass window wall façade. The structure was designed using composite steel construction and semi-rigid moment frames for lateral resistance. The building was supported on conventional spread footings.



Bassam Bohsali, PE Mechanical Engineer

<i>Firm</i>	R.G. Vanderweil Engineers, LLP
<i>Years with Firm</i>	6 years
<i>Years of Experience</i>	30 years
<i>Previous Employer</i>	SmithGroup
<i>Current Position</i>	Principal / Mechanical Engineer
<i>Education</i>	M.S., Mechanical Engineering, University of Michigan, 1980 B.E., Mechanical Engineering, American University of Beirut, 1979
<i>Professional Registrations</i>	Professional Engineer (Mechanical), DC, MI, MD, VA NCEES Council Record
<i>Associations / Memberships</i>	National Fire Protection Association (NFPA) American Society of Heating, Refrigerating, & Air-Conditioning Engineers (ASHRAE)

Relevant Projects

<i>Project Name & Location</i>	E. Barrett Prettyman U.S. District Federal Courthouse, Washington, DC
<i>Start Date / Completion Date</i>	2004 / 2008
<i>Estimated Construction \$</i>	\$50 Million

Responsible for the 517,000 sf renovation/addition to historic federal courthouse that includes judicial facilities, offices and parking garage. The E. Barrett Prettyman Federal Courthouse, opened in 1952, is designed to house the U.S. District Court for the District of Columbia, the U.S. Court of Appeals for the District of Columbia Circuit, and all associated support staff offices.

<i>Project Name & Location</i>	Howard County Government Complex, New Courthouse & Office Building, Ellicott City, MD
<i>Start Date / Completion Date</i>	2006 / 2006
<i>Estimated Construction \$</i>	\$120 Million

Provided MEP engineering design services for the new Courthouse Complex that includes 300,000 sf Class A government office building and 200,000 sf courthouse facilities with 900 parking spaces;.

The new courthouse consists of 10 courtrooms including 1 ceremonial court, 1 row courtroom and 2 hearing rooms along with associated support areas, US Marshall spaces and holding areas, library, archives and general public areas. The new government office building consists of three interconnected wings housing a conferencing center, 911 call center, emergency operation center (EOC), fitness center, print shop, food service and dining facility. This project was designed **to achieve LEED®-NC Silver certification**, and includes a high efficiency central chilled water plant serving multiple buildings, 18-inch raised access flooring throughout with an underfloor air distribution system.



<i>Project Name & Location</i>	Department of Justice, Drug Enforcement Agency IT Center, Sterling, VA
<i>Start Date / Completion Date</i>	2008
<i>Estimated Construction \$</i>	\$18 Million

\$18 million state of the art data center, IT and Special Investigation Facility.

<i>Project Name & Location</i>	Eisenhower Executive Office Building, General Services Administration, Washington, DC
<i>Start Date / Completion Date</i>	1998 / 2007
<i>Estimated Construction \$</i>	\$63 Million

Complete renovation and interior restoration of 600,000 sf, 1871 historic landmark, a part of the White House complex for the Executive Branch. Includes complete replacement of all systems including HVAC, security, data, communication, and restoration of public areas and selected historic suites.

<i>Project Name & Location</i>	Howard County Government, George Howard Building Renovation Ellicott City, MD
<i>Start Date / Completion Date</i>	2008 / 2009
<i>Estimated Construction \$</i>	\$30 Million

This renovated \$30 million, 130,000 sf government office complex consists of three buildings housing a conferencing center, 911 call center, emergency operation center (EOC), and fitness center. The 911 call center and EOC are provided with a 75-ton dedicated air cooled chiller, 4,000 gallon fuel oil storage and 350 kW diesel generator. This project is seeking **LEED Silver Certification**.



Robert Russell, LEED AP Electrical Engineer

<i>Firm</i>	R.G. Vanderweil Engineers, LLP
<i>Years with Firm</i>	20 years
<i>Years of Experience</i>	21 years
<i>Previous Employer</i>	Cosentine Associates
<i>Current Position</i>	Associate / Electrical Engineer
<i>Education</i>	B.S., Electrical Engineering Technology, Northeastern University, 1995
<i>Professional Registrations</i>	LEED Accredited Professional
<i>Associations / Memberships</i>	

Relevant Projects

<i>Project Name & Location</i>	Kent County Courthouse, Warwick, RI
<i>Start Date / Completion Date</i>	2002 / 2007
<i>Estimated Construction \$</i>	\$42.5 Million

The Kent County Courthouse is a new 208,000 gsf building containing trial courtrooms and ancillary facilities for the Superior, Family and District Courts. The ancillary facilities include the Clerks' offices of the three courts and offices for Attorney General, Public Defender, Adult Probation and Parole, Juvenile Probation, CASA, Sheriff, State Marshall, Capitol Police, Facilities Management, Law Library and Jury Commissioner spaces. The building has a secure sally-port area for receiving and processing inmates who are held in basement cells. The electrical, security, data and voice communication systems were designed to be efficiently distributed through multiple equipment closets on each floor. Dedicated pathways accommodate the installation of sophisticated audio/visual systems in each courtroom. The electrical and communications systems infrastructure are designed to provide ample capacity for any future increased loads.

<i>Project Name & Location</i>	Howard County Courthouse, Columbia, MD
<i>Start Date / Completion Date</i>	Ongoing
<i>Estimated Construction \$</i>	\$88 Million

Provided MEP engineering design services for a 350,000 sf Class A office complex and courthouse facilities with 900 parking spaces.

<i>Project Name & Location</i>	Loudoun County Court Rooms, Leesburg, VA
<i>Start Date / Completion Date</i>	2005 / 2006
<i>Estimated Construction \$</i>	\$1.5 Million

MEP and fire protection engineering design services for a 6,500 sf fit-up of a previously designed shell space for two court rooms within the Loudoun County Courthouse including two restrooms.



<i>Project Name & Location</i>	Vanderbilt University, Stevenson Center, Nashville, TN
<i>Start Date / Completion Date</i>	1995 / 1999
<i>Estimated Construction \$</i>	\$15 Million

A renovation including an engineering infrastructure replacement for the 100,000 sf science and engineering building in order to provide space for engineering instrumentation and chemistry laboratories. The existing switchboard and electrical distribution to the floors was upgraded in phases. All of the existing electrical and mechanical systems in the penthouse were replaced with new in phases so that some floors could remain in use during construction.

<i>Project Name & Location</i>	Emerson College, Paramount Theatre, Boston, MA
<i>Start Date / Completion Date</i>	2006 / 2009
<i>Estimated Construction \$</i>	\$88 Million

This 180,000 sf project consists of a total renovation of the historic Paramount Theatre. The multipurpose facility includes a 590-seat live performance space, an experimental black box theater with an audience capacity of 125, a sound stage, a 170-seat film screening room, a scene shop, rehearsal studios, practice rooms, classrooms, faculty offices, a loading dock, a 260-student residence hall, a student dining facility, and provisions for a 150-seat restaurant on Washington Street. As part of the project, the Paramount Theater itself was rebuilt within its existing outer shell, resulting in a modern art-deco style 550-seat performing arts center. In addition, the façade of the adjacent historic Bijou Theater was rescued, and the office building which had been in filled behind the Bijou's façade was replaced with an academic performing arts center, plus a new 4-story 280 bed dormitory built over the Bijou. The Paramount Theatre at Emerson College has been awarded a 2010 Preservation Achievement Award in the category of Significant Rehabilitation/Restoration.

<i>Project Name & Location</i>	WGBH, Corporate Headquarters, Boston, MA
<i>Start Date / Completion Date</i>	2005/2007
<i>Estimated Construction \$</i>	\$90 million

The new corporate headquarters includes 140,000 sf of interior fit-up in an existing building and a new 130,000 sf 6-story building with a connecting sky bridge. **The project achieved LEED®-NC certification.** Sustainable features include high-efficiency HVAC, reclaimed water system, 100 kW Photovoltaic installation, daylighting control with photocells and Mechoshades, and ultra low flow faucets, waterless urinals, and dual flush water closets.

<i>Project Name & Location</i>	Griffin Campus, Replacement Rabies Laboratory, Albany, NY
<i>Start Date / Completion Date</i>	2008 / 2010
<i>Estimated Construction \$</i>	\$34 million

Design of a new 34,000 sf replacement laboratory on the existing Griffin Laboratory campus. The project includes highly specialized select agent research laboratories with BSL-3 capabilities, general BSL-2 support laboratories, a self-contained rabies laboratory, a new transshipping center, and added office spaces. **The project is designed for LEED®-NC Silver certification** and includes features such as lighting control, an energy efficient chiller plant, water efficient fixtures, and high performance fume hoods and air handling units.



Igor Abadzic

Security Systems Design

<i>Firm</i>	Latta Technical Services Inc.
<i>Years with Firm</i>	13
<i>Years of Experience</i>	20
<i>Previous Employer</i>	Aguirre Corporation, Dallas, TX
<i>Current Position</i>	Engineering Manager
<i>Education</i>	University of Sarajevo, Sarajevo, Bosnia & Herzegovina Bachelor of Science, Electrical Engineering, 1990
<i>Professional Registrations</i>	None
<i>Associations / Memberships</i>	None

Relevant Projects

<i>Project Name & Location</i>	Norfolk Consolidated Courts Complex, Norfolk, VA
<i>Start Date / Completion Date</i>	4/2008 – Construction TBD
<i>Estimated Construction \$</i>	\$3.5 Million

New courts facility to replace existing. Phased project to accommodate demolitions of existing building on site. Responsibility for engineering of electronic security low voltage systems and detention equipment, hardware, and furnishings. This project was designed by **Fentress Architects**.

<i>Project Name & Location</i>	Wake County Justice Center (Courthouse), Raleigh NC
<i>Start Date / Completion Date</i>	2008-2013
<i>Estimated Construction \$</i>	\$65 Million

Electronic Security Systems Engineering for County Courthouse including commercial and detention security applications along with integration of existing courthouse systems and county wide networks.

<i>Project Name & Location</i>	Collin County Justice Center, McKinney, TX
<i>Start Date / Completion Date</i>	2012
<i>Estimated Construction \$</i>	\$30 Million

Electronic Security Systems Engineering for New county courthouse on suburban location adjacent to adult and juvenile detention centers. Initial construction completed in 2009 and subsequent expansion scheduled for completion in 2012.



Neil Thompson Shade

Acoustical / Audio Visual Design

<i>Firm</i>	Acoustical Design Collaborative
<i>Years of Experience</i>	28
<i>Current Position</i>	President, Principal Consultant
<i>Education</i>	American University, B.S. Audio Technology/Acoustics, cum laude, 1981. Eighteen continuing education seminars in acoustics, noise control, and sound system design, 1989 to present
<i>Professional Registrations Associations / Memberships</i>	Member, Acoustical Society of America Member, Institute of Noise Control Engineering Member, Audio Engineering Society Member, National Council of Acoustical Consultants Member, Institute of Acoustics

Mr. Shade is President of Acoustical Design Collaborative, Ltd where he is responsible for management and technical aspects of the firm's acoustical consulting projects. His experience includes auditoria, courthouses, educational buildings, government facilities, historical renovation, hospitals, and museums. Mr. Shade's project involvement includes client liaison, acoustical measurements, criteria development, calculations, and specification/drawing preparation.

Prior to forming Acoustical Design Collaborative, Ltd, Mr. Shade was Project Manager and Director of Architectural Acoustics for Wyle Laboratories in Arlington, VA. During this period he consulted on a wide range of projects involving architectural acoustics, environmental noise, HVAC equipment noise and vibration control, sound isolation, and audio systems design.

Relevant Projects

<i>Project Name & Location</i>	Norfolk Consolidated Courts Complex, Norfolk, VA
<i>Start Date / Completion Date</i>	4/2008 – Construction TBD
<i>Estimated Construction \$</i>	\$130 Million

This new 306,000 SF, eight-story building will combine the General District, Circuit, Juvenile & Domestic Relation Courts and associated Clerks and related agencies. **Twenty-four courtrooms, as well as all necessary support facilities**, secure parking, and direct prisoner access to the existing jail will complement the new complex. The new complex will be constructed in two phases to allow for ongoing activities at City Hall Plaza. This project was design by **Fentress Architects**.

Additional Regional Courthouse Projects

Alleghany County Courthouse, Alleghany, VA (1998)

Room acoustics design for the renovation of an historic 1890 courtroom.

Arlington County Courthouse, Arlington, VA (1994)

Room acoustics, HVAC noise control, and sound isolation design for a new justice complex with 20 courtrooms.



Dinwiddie County Courthouse, Dinwiddie, VA (1996)

Room acoustics, sound isolation, HVAC noise control, and sound system design for a new justice center with four courtrooms.

District of Columbia Courthouse, Washington, DC (2004)

HVAC noise control design for courtrooms, law library, judge's chambers, and jury deliberation rooms in an 1820 historic courthouse.

Erie County Courthouse Courtroom H, Erie, PA (1997)

Room acoustics, HVAC noise control, and sound system design for the renovation of an historic 1852 courtroom.

Garmatz Federal Courthouse and Office Building, Baltimore, MD (1994)

Room acoustics and sound system design for the renovation of 16 courtrooms and grand jury rooms.

James City County/Williamsburg Courthouse, Williamsburg, VA (1997)

Room acoustics, HVAC noise control, and sound isolation design for a county justice complex with five courtrooms. Courthouse was selected in a design competition by the City of Williamsburg.

John Marshall Courts Building, Richmond, VA (2007)

Acoustic measurements and sound isolation design for a circuit courtroom.

Norfolk Consolidated Courts Complex, Norfolk, VA (2009)

Room acoustics, HVAC noise control, sound isolation, and audio/visual system design for a city courts complex including 12 courtrooms, judicial chambers, jury deliberation rooms, and offices.

Nottoway Courthouse Complex, Nottoway, VA (2007)

Room acoustics design for an historic courtroom.

Prince George's County Courthouse, Upper Marlboro, MD (1994)

Sound system design including voice reinforcement, assistive listening, archival recording, language translation, and evidence playback for the renovation and expansion of a justice center with 20 courtrooms.

Rustburg County Courthouse, Lynchburg, VA (1991)

Room acoustics design to improve speech intelligibility in an 1850 historic courthouse.

U.S. Army Legal Services Agency, Arlington, VA (1999)

Room acoustics and sound system design for an appellate courtroom, jury deliberation room, and a grand jury room.

U.S. Federal District Courthouse, Washington, DC (1995)

Sound system design including voice reinforcement, assistive listening, archival recording, language translation, and evidence playback for 12 district courtrooms.

York County Courthouse, York, VA (1998)

Room acoustics, sound isolation, and HVAC noise control design for the conversion of two courtrooms into meeting and hearing rooms. Courthouse was award recipient for adaptive reuse project by the State of Virginia.



Kerrie Saige Bartile, Ph.D

Principal Investigator – Archaeology

<i>Firm</i>	Dovetail Cultural Resource Group, Inc.
<i>Years of Experience</i>	15
<i>Current Position</i>	President, Principal Investigator
<i>Education</i>	Ph.D. Anthropology/Architectural History. The University of Texas at Austin. December 2004 M.A. Anthropology. University of South Carolina, Columbia. May 1999 M.A. Museum Management Certificate. University of South Carolina, Columbia. May 1999 B.A. Historic Preservation. Mary Washington College, Fredericksburg, Virginia. December 1993
<i>Professional Registrations</i> <i>Associations / Memberships</i>	<ul style="list-style-type: none">• Task Force member. Historic Preservation Task Force, Fredericksburg, Virginia, 2006–2010• Board member (Vice President). Historic Fredericksburg Foundation, Inc., Fredericksburg, Virginia, 2006–present• Chair, Publications Committee, Historic Fredericksburg Foundation, Inc., 2006–present• Membership Committee, Historic Fredericksburg Foundation, Inc., 2006–present• Board member. Moncure Conway House Foundation, Falmouth, Virginia, 2005–present• Chair, Stafford County Historical Society Preservation Award, 2005–present.• President’s Award. Historic Fredericksburg Foundation, Inc., 2008• Council of Texas Archaeologists Task Force for the Protection of Late 19th and Early 20th century sites. 2002–2003.• Society for Historical Archaeology (SHA), 1997–present• Vernacular Architecture Forum (VAF), 1997–2006• Society for the History of Technology (SHOT), 2002–2007• National Trust for Historic Preservation (NTHP), 1993–present• Council of Virginia Archaeologists (COVA), 2004–present• Archaeological Society of Virginia (ASV), 2004–present

As a co-founder of Dovetail, a Fredericksburg, Virginia based firm, Kerrie Saige Bartile, Ph.D. is responsible for both every day and long-term decisions and goals of this CRM firm. Regular duties include marketing, creation of scopes of work and budgets, background investigations, project coordination, and payroll. Professional investigations include architectural surveys (reconnaissance and intensive), archaeological work (surveys, testing, and data recovery), historic/archival research, cemetery investigations, battlefield delineations, and cell tower viewshed analyses. The position also includes helping clients with all phases of both Federal and State-level preservation legislation compliance.



Relevant Research Experience

- Exchange/Maury Hotel Archival Research and Archaeological Testing, Fredericksburg, Virginia
- Southeast High Speed Rail, Richmond to North Carolina State Line, Phase I and II Architectural Surveys
- Three Historic District Survey (Centre Hill, Courthouse, Old Towne), Petersburg, Virginia
- Sentry Box Archival Research and Archaeological Testing, Fredericksburg, Virginia
- Route 460 Expansion Phase I Cultural Resource Survey, Buchanan County, Virginia
- Culpeper County-Wide Cultural Resource Survey/Cost-Share Survey, Culpeper, Virginia
- Fredericksburg Hardware Store Archival Research and Archaeological Testing, Virginia
- Bloomington Plantation Archival Research, Archaeological Testing, and Landscape Analysis, Stafford County, Virginia
- Thornton's Tavern/523 Sophia Street National Register Research, Fredericksburg, Virginia
- Counting House Intensive Archival Research and Architectural Analysis, Falmouth, Virginia
- National Training School for Boys Archaeological Project, Washington D.C.
- Winery at La Grange Archival Research, Architectural Analysis, and Archaeological Survey, Prince William County, Virginia
- High Occupancy Toll Lane Architectural Survey & Coordination, Northern Virginia
- Expert Architectural Testimony, 701 Caroline Street, City of Fredericksburg, Virginia
- Indian Queen Tavern/Future Marriott Hotel Site Phase I, II, and III, Fredericksburg, Virginia
- Stratford Hall Plantation Archaeological Projects (Various), Westmoreland County, Virginia
- Germantown Archaeological and Architectural Investigations, Fauquier County, Virginia
- Norman's Ford Quarter Site Archaeology and Archival Research, Culpeper County, Virginia
- Clackamas County Lumber Industry Archival Research, Clackamas County, Oregon
- Route 208 Historical Markers, Spotsylvania County, Virginia
- Route 3–Warsaw to Lyell Survey, Richmond County, Virginia
- Petersburg Five African-American Cemeteries Project, Petersburg, Virginia
- Fort Stewart Military Base Archaeological Survey, Hinesville, Georgia
- Catharpin Road School Survey Project, Spotsylvania County, Virginia
- Glen Burnie Architectural National Register Project, Maryland
- Hunting Run Prehistoric Site Archaeological Testing, Spotsylvania, County, Virginia
- Dahlgren Military Base Survey, Testing, and Archival Research, King George, Virginia
- Fredericksburg Masonic Cemetery Stone Wall Restoration, Fredericksburg, Virginia
- Market Square Data Recovery, Fredericksburg, Virginia
- Matthews and Nichols Cemeteries, Travis County, Texas.
- Germanna/Enchanted Castle Excavations and Landscape Analysis, Orange Co, Virginia.
- Cedar Choppers Camp Survey and Historical Context, SWCA, Williamson County, Texas
- Roma/Athens Road Survey Project; Mier Expedition Archival Research., Starr County, Texas
- Darwin Coal Mining Community Archaeological Survey and Architectural Analysis, Webb County, Texas
- San Angelo Visitors Center and Fort Concho Investigations Tom Green County, Texas.
- Line 2000 Pipeline Project, Five Counties, West Texas.
- Sienna Plantation Historical and Archaeological Survey, Ft. Bend County, Texas.
- Palace Lands Slave Quarter Site, Williamsburg, Virginia.
- Middleburg Plantation Preservation Plan, Charleston, South Carolina.
- African-American Moravian Church Site, Old Salem, North Carolina.
- Settlers Cemetery Restoration and Recordation, Charlotte, North Carolina



Peter McCawley

Project Manager - Financing

<i>Firm</i>	BioRealty, Inc.
<i>Years of Experience</i>	15
<i>Current Position</i>	Managing Director
<i>Education</i>	Pepperdine University School of Business Management Michigan University School of Business
<i>Professional Registrations</i>	Licensed Land Surveyor, California
<i>Associations / Memberships</i>	International Society for Pharmaceutical Engineering (ISPE) NAIOP SoCal

Peter has over 15 years of experience in land development, entitlements, permit processing, facilities development and corporate real estate. Former Head of the Real Estate Group at Amgen Inc. Project Leader/Manager experience includes leading teams that have designed built and occupied projects whose value is more than \$500 million.

Relevant Projects

Development
Management
Project Management

Novartis Necco Project

Converted the 1928 Necco candy factory to a multi-tenant laboratory building while refurbishing and maintaining the historic exterior consistent with 1928 design standards. Assisted in programming, budget development, value engineering, and contract negotiations for a \$500 million project for Novartis in Cambridge, MA. Assisted Novartis with approvals from the National Park Service to preserve a large tax credit for adaptively reusing the Necco building. Responsible for resolving all Qualifications and Assumptions during contractor negotiations. Developed the plan and negotiated the contracts, working with the Novartis legal staff, to purchase steam from a new supplier as opposed to the local supplier, breaking a long monopoly and saving more than \$1 million per year in operational costs. Organized the operational permit acquisition plan. Negotiated routes for redundant fiber optic lines through the City of Cambridge so that there was no potential for a single point of failure.

Development
Management
Project Management

Amgen Cambridge Research Center

As the project leader and owners representative Mr. McCawley led a Team that designed and entitled a 367,000 square foot multi-use building. The site was an EPA Tier II polluted site that had to be remediated.



As head of Real Estate for the world's largest biotechnology company he developed strategic real estate and facility needs managing acquisition and managing dispositions of global real property assets and while developing the Amgen Cambridge Research Center.

Developed strategy and implementation of a stand-by power system for a 100 acre, 40+ building campus. Installed 60,000 gallon fuel storage and delivery system so that the campus could operate for 5 days without outside supplied electricity. Developed plans for a secure underground data center on the Amgen Campus.

Manage and coordinate site identification, acquisition and entitlements, location incentive negotiations and long-range plans, approval processes, programming, planning and design of facilities. International: Site acquisitions in Puerto Rico, Netherlands, Italy and Australia. Oversaw a portfolio of owned and leased properties, income-producing properties and sub-leases that produce \$25+ million in cash flow.

Site Acquisition
Financial Advisory
Permits and Approvals
Design Supervision
Project Management
Construction
Management

CEL-SCI Corporation – Bio-manufacturing Facility
Baltimore, Maryland

A single-purpose entity affiliate of BRI acquired and is redeveloping this 73,000 SF existing facility for use and occupancy by CEL-SCI Corporation – an emerging biotechnology company publicly traded on the American Stock Exchange (www.cel-sci.com, Ticker: CVM). CEL-SCI is currently initiating a FDA Phase 3 clinical trial for a new and innovative immune-based cancer therapy in this facility. This therapy will be a first line standard of care for treating head and neck cancer world-wide and is likely to be the second major cancer immunotherapy approved by the FDA and EU Regulators.

Marketing of Site to Prospective Life Science Users
Site Due Diligence and Ground Lease
Project Financing (future)
Permits and Approvals (future)
Design Supervision (future)
Project Management (future)

Tufts University (Grafton Science Park)
Grafton, Massachusetts

BRI has entered into a development agreement with JM Holdings, Inc., a subsidiary of Tufts University. The agreement calls for the development of Grafton Science Park (GSP), a 100-acre science park located in Central Massachusetts adjacent to the Cummings School of Veterinary Medicine at Tufts University, about 35 miles west of Boston and Cambridge. The GSP will serve as the future home to a range of life science, medical device, and medical-related firms and will accommodate up to 702,000 SF of research, manufacturing, and office facilities. The available sites are fully entitled, available for immediate development, and offer easy access to downtown Boston through an adjacent commuter rail station.



Tab E | Management Approach

- 1) Introduction
- 2) Partnering with the City of Fredericksburg
- 3) Development Team Approach
- 4) Design and Construction Management Approach
 - a) Design Build Contractor
 - b) Lead Design Team
 - c) Constructability Team
 - d) Value Management
 - e) Schedule Control
 - f) Integrated Quality Control and Commissioning
 - g) Local, Small and Minority Business Utilization
 - h) Safety Performance

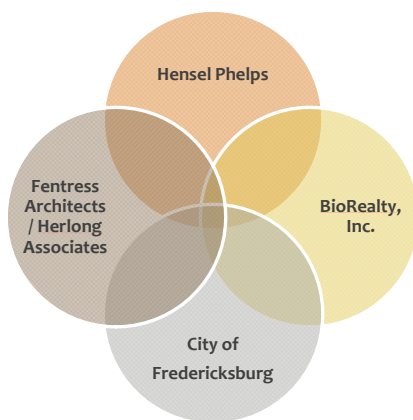




E. Management Approach

1) Introduction

The Hensel Phelps Design-Build Team (the Team) is comprised of firms with extensive, specialized, courthouse experience. The experience of the firms is not solely focused on the specialty design and construction required for the Fredericksburg Courthouse and Courts Facilities, but also includes BioRealty, Inc. who possesses a proven track record / specialty in financing and development of relevant facilities. This unique team has interacted on a weekly basis throughout the conceptual procurement stage and specific assignments of responsibility and risk management have been assigned to the entity best suited to manage the respective risk / responsibility.



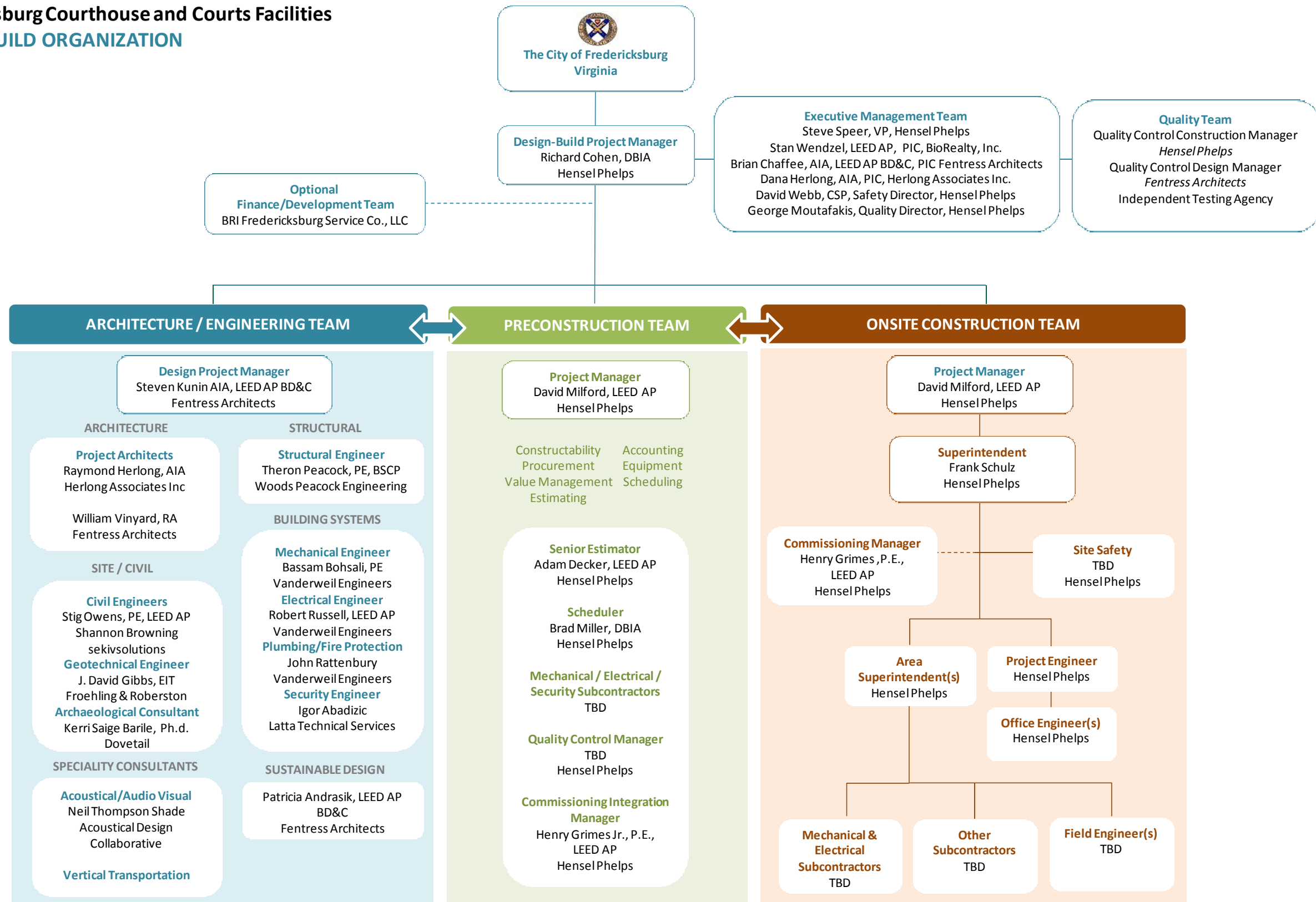
As a construction delivery system, design-build requires a dedication to a collaborative effort that involves continuous participation from the entire project development team and one that affords maximum customer flexibility **without cost or schedule impact.**

The Team's approach to the Fredericksburg Courthouse and Court Facilities project will center on the single most important element to a design-build project – **effective and timely communication.** Design-Build is more than a method of combining Architectural and Engineering teams with General Contractors under one contract.

Rather, it is a collaborative effort whereby the success of each party is directly tied to that of the overall team which motivates the designers to support the contractor, and the contractor to support the designer from Notice to Proceed through owner occupancy. This process requires team members to have a thorough understanding of the design-build methodology and allows maximum constructability and schedule compliance, **without stifling the design aesthetic.**

Hensel Phelps believes that a collaborative, **team-oriented approach**— facilitated through partnering with the City of Fredericksburg, BioRealty, Inc. and the Fentress Architects/Herlong Associates Inc led design team — is essential. To support this approach, as illustrated on the team organization chart on the following page, Hensel Phelps will locate key management staff on-site where they will be empowered to execute all required subcontracts and commit any corporate resources necessary to complete the project. The Design-Build Manager, Richard Cohen, and key supporting staff will develop an in-depth technical understanding of all contract requirements and will support the close interaction and communication required to overcome the inherent challenges of this project.

Fredericksburg Courthouse and Courts Facilities DESIGN-BUILD ORGANIZATION





2) Partnering With The City of Fredericksburg

Hensel Phelps establishes formal partnering programs on contracts to build successful team relationships. The approach establishes common goals between the owner and contractor at the project start, then brings key managers and executives from both sides together on a periodic basis to evaluate progress and implement any needed course correction. Hensel Phelps is considered one of the industry leaders in partnering implementation, frequently mentoring other contractors who have been given our name as a "how to" reference. The effectiveness of Hensel Phelps's partnering programs has been recognized by the AGC through several **Excellence in Partnering Awards and Special Recognition Awards**, which are given for vigorously upholding the tenets of partnering.



Hensel Phelps' partnering approach includes a formal management process in which all stakeholders of the project (anyone who can impact the project) voluntarily develop a set of project goals and a method of dispute resolution. This is accomplished during a one or two day partnering workshop. The partnering team consists of one or more representatives from each stakeholder group involved in the current phase of the project, with team membership changing as the project progresses.



The workshop consists of facilitated team and skill-building activities, leading to project-specific issue identification and establishment of specific action steps to deal with each issue. Partnering issues will include those items that have been identified in the Design Kickoff Meeting as action items for the partnering workshop. By tying in the vast knowledge of courthouse design and construction of Hensel Phelps and its team members, a positive approach to advancing the quality and functionality of the facility

to the highest level can be achieved. The workshop concludes with the development of a project dispute resolution process.

Hensel Phelps recognizes that while the initial workshop is very positive, parties can fail to maintain the charter commitments as the project progresses. This failure can result when workshop attendees were company chiefs, not daily project participants, and/or adversity and conflict arises and are allowed to grow between partnering sessions.





Hensel Phelps will schedule monthly partnering maintenance audits and follow-up meetings as the job progresses through the design and construction phases, at which the parties will review and update the partnering process and charter, review the project status, resolve issues, and evaluate each other's performance.

Hensel Phelps will ensure the success of the Fredericksburg Courthouse and Court Facilities partnering program through:

- Top management commitment
- All parties agreeing to the process
- "Line" staff participating throughout
- A skilled facilitator guiding the process

Key personnel at all levels of the organization will interact freely with their City of Fredericksburg counterparts during the entire design-build process. We expect that the partnering process implemented during this contract will greatly enhance the ability of key personnel at all levels of the organization to communicate effectively and quickly resolve issues.

3) Development Team Approach

The development/financing entity proposed for the Fredericksburg Courthouse and Court Facilities project is "BRI Fredericksburg Service Co., LLC", which is a new single purpose limited liability company. BRI Fredericksburg Service Co., LLC is comprised of specialists in their respective fields that are best suited to support the successful financing, completion, leasing, and operation of the Fredericksburg Courthouse and Court Facilities and will provide these services to the City of Fredericksburg (the City) on a fee basis. In general, this entity is comprised of BioRealty, Inc. personnel, and will be the City's prime contact for all leasing terms (City ground lease / City space lease) and other commitments (property management agreements, etc.). BRI Fredericksburg Service Co., LLC will enter into a development management agreement with the Hensel Phelps Team and project owners as well as a property management agreement with the project owner.

BioRealty is a real estate investment, development, and capital advisory firm. BioRealty recognizes that its clients require large and complex facilities, have unmet capital needs, and can benefit from customized, low-cost occupancy and project financing alternatives. BioRealty's project financing objective is to provide facility capital solutions that are "best in class" in addressing client needs.

BioRealty's project management goals for its clients are: To furnish those professional services that monitor contractors in the performance and management of a project, and to induce strict compliance with their contract in a manner that facilitates the delivery of the completed project on time, within budget and with the quality anticipated. In brief, BioRealty's goal is to exert their best efforts to see that clients receive what they



pay for. To secure this goal "Excellence in Execution" and "Continuous Performance Improvement" is an ongoing mission.

All BioRealty team members follow three core values as a guide to client and business decision-making; 1) ethical conduct & promotion of trust, 2) superior client service and 3) professionalism in all that we do. The BRI Fredericksburg Service Co., LLC will adhere to these guides to decision-making in the implementation of the Project.

4) Design and Construction Management Approach

The Hensel Phelps Team is providing a complete project management plan that responds to the unique and highly sophisticated construction requirements and building systems associated with the Fredericksburg Courthouse and Court Facilities project. To maximize the benefits of this proven Team, Hensel Phelps will implement a seamless design-build process that completely integrates the design and construction at every phase of the project.

The cornerstone of our management approach is to provide:

- An attitude and approach that embraces the City of Fredericksburg's objectives as our own, and work continuously to secure the City's best interests
- Seasoned leadership that clearly defines responsibilities, expectations, and accountability
- Comprehensive value management that realizes cost savings throughout the project
- Experienced supervisory construction team members to broaden the perspective of constructability issues during design
- Flexible project control systems that force cost and schedule issues into visibility before they become problems
- Systematic quality control methods;
- "Zero Accident" Safety Culture
- A transparent approach to planning and executing the project

a) Design-Build Contractor

As the Design-Build Contractor, **Hensel Phelps** will be responsible for all management, contractual and bonding requirements for this project, including:

- Day-to-day single source responsibility for all elements of the contract
- Consulting services during the design effort in constructability, life-cycle analysis, value engineering, means and methods and building estimates
- Design and specification reviews of all major A-E deliverables for programming compliance, cost containment and systems selection
- On-site supervision, construction coordination and site leadership
- Internal accounting, execution of the primary contract, small business subcontracting compliance, project





oversight, resource, labor and equipment management, material purchasing, warranty requirements, final project documentation and job closeout after demobilization

Hensel Phelps will contract with its subcontractors utilizing a standard prime/subcontractor agreement that is specifically tailored to reflect the City of Fredericksburg preconstruction and construction requirements, the Hensel Phelps organizational strategy and the corresponding responsibilities of each party. The organizational structure provides for clear lines of responsibility and active participation of key subcontractors in all aspects of the project. Decisions are made through total team consensus and formalized through the **Design-Build Project Manager, Richard Cohen**.

One of the benefits of the integrated Design-Build process is that the designers have the benefit of direct input from the builders starting from the initial conceptual stages through the completion of the construction documents. This input is critical on constructability and cost issues. Hensel Phelps **On-Site Project Manager David Milford, LEED AP** will oversee the project through the design phase.

b) Lead Design Team

Fentress Architects, in association with **Herlong Associates Inc** (Fentress Architects/Herlong Associates), is contracted to Hensel Phelps to provide architecture and specialty design services utilizing a professional service agreement. Fentress Architects will be the lead Designer of Record and Herlong Associates Inc, a Fredericksburg based design and planning firm will act as Associate Architect and Historical Consultant. Fentress Architects/Herlong Associates will be supported by our experienced team of design and engineering professionals including:

- | | |
|---|--|
| • Sēkivolutions | Civil Engineering |
| • Woods Peacock Engineering Consultants | Structural Engineering |
| • Vanderweil Engineers | Mechanical, Electrical, Plumbing & Fire Protection Engineering |
| • Froehling & Robertson | Geotechnical Engineering |
| • Latta Technical Services | Security Consultant |
| • Acoustical Design Collaborative | Acoustical / Audio Visual Design |
| • Dovetail Cultural Resource Group | Archaeology Consultant |

Fentress Architects/Herlong Associates has design decision and management responsibilities relative to program and code compliance to ensure a fully functional facility design to meet the City of Fredericksburg requirements, and will be responsible for leading the Design Quality Control (QC) Peer Reviews.

Design Kickoff Meeting

A one-day **Design Kickoff Meeting** will be scheduled at the earliest possible date in the design process with key decision-makers of the City of Fredericksburg, BRI, Hensel Phelps, the Design Team and major subcontractors. During the meeting outstanding issues will be clarified, lessons-learned on other similar work will be analyzed, and any modifications to the concept drawings will be reviewed. The design kickoff meeting is an effective tool in providing the Team the opportunity to articulate its specific approach towards the completion of the final





design development documents for the Fredericksburg Courthouse and Court Facilities. All project stakeholders will have the opportunity to review the detail drawings and specifications produced prior to the start-up of final design and construction mobilization. Hensel Phelps and Fentress Architects have successfully implemented this meeting process on several courthouse projects, and it has proved to be extremely successful in early resolution of complex design issues and concerns. During the design kickoff meeting, the key issues and goals of both design and construction will be validated by all team members, for example:

Design Issues / Goals	Construction Issues / Goals
Produce an approved design, on time	Develop an organized approach that facilitates on-time delivery
Assimilate and incorporate all City of Fredericksburg standards and requirements into the project	Implement an interactive communication process with the City of Fredericksburg and BCOM
Coordinate the design of all disciplines	Develop a QC approach that builds quality into the work processes
Demonstrate to the City of Fredericksburg that the design is compliant and complete	Plan around peculiarities of the proposed Fredericksburg Courthouse site
Ensure that operational concerns are addressed in the design	Institute an effective jobsite safety and health program
Balance first-cost economies with life cycle efficiencies	Provide systems that mitigate cost and delays from changes, shortages, and subcontractor performance
Balance innovative approaches with proven technologies	Select subcontractors who are capable and committed to team success
Create an open, communicative team environment	Thoroughly perform commissioning tasks on all systems so that activation can occur without delay

Project Alignment

In addition to the design kickoff meeting and partnering workshops, the BRI representatives, the Hensel Phelps Team and City representatives will meet to define the criteria by which success will be measured. Participants of this meeting will act as a “Board of Directors” for the project. The Board of Directors will agree upon the benchmarking standards to be used to quantitatively measure the success of the project based on partnering objectives and other quality measurements. These measurements will be set forth by the City based on their goals and objectives for the success of the project. The “Board of Directors” or sponsor group will meet periodically to review project performance and resolve any project issues that may be lingering.

Designer Participation in the Construction Phase

The design team often best understands the customer’s vision and the intent of the design. For this reason it is extremely beneficial for our Design Team to stay involved throughout the procurement, construction, and closeout phases of the project. In addition to supporting the construction progress, the project architects and engineers are an integral part of the project’s quality control process.



Our Design Team's participation includes:

- Accelerating design of long-lead items to allow for early procurement.
- Providing phased design documents to enable the construction to start as soon as possible.
- Attending Pre-Bid meetings to help communicate the design requirements to potential bidders
- Communicating the design goals and vision to the construction team
- Reviewing and approving all submittals.
- Having an on-site design representative stationed in the Hensel Phelps field trailer during the construction phase of the project to help resolve design coordination issues.
- Attending weekly owner's meeting to address any design related concerns raised by the City of Fredericksburg.
- Attending weekly subcontractor coordination meeting lead by the Project Superintendent in order to support the immediate needs of the field operations team. Performing weekly job walks to review project status and quality.
- Issuing change order documents.
- Responding to requests for information (RFIs) from the construction team.
- Producing final as-built documents from the field red-line drawings

c) Constructability

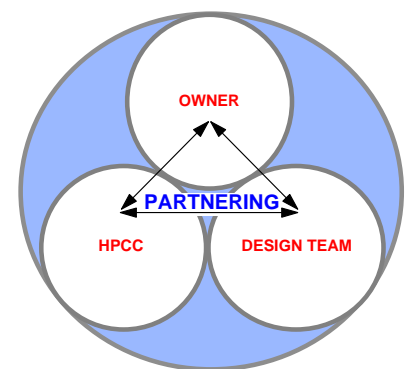
Hensel Phelps is proposing a preconstruction services team comprised of the Project Manager, David Milford, the conceptual estimator, Adam Decker and the project scheduler, Brad Miller. This team will be augmented with additional home office located estimators, systems analysts, engineers, schedulers, planners and safety personnel on a support basis, as required to perform a comprehensive constructability review.

The design phase of this project will be completed under the direction of the Design-Build Manager, Richard Cohen. Members of the Team will review all drawings and specifications to assure their compliance with the stated program.

Constructability Review Schedule

Hensel Phelps anticipates completing an initial constructability review during the City of Fredericksburg "Detailed Phase" of the proposal process. Hensel Phelps will then complete a review that combines the Detailed Phase constructability analysis with a formal constructability review within 60-days from the Notice to Proceed. Hensel Phelps will propose that the constructability review be completed in a charrette format with at least two weeks of meetings and reviews in the offices of the Herlong Associates Inc in Fredericksburg, Virginia

The Constructability Team





Constructability Goals

The team approach of non-adversarial testing of each design decision is critical to the timely and cost-effective completion of the design. We use well-established constructability systems on each project we undertake, both during preconstruction/design and continuing into construction.

During the entire project, Hensel Phelps will provide staff and systems resources to complete constructability reviews and optimize the following goals:

<i>Function</i>	<ul style="list-style-type: none">• Design must meet owner's desired function• Design must meet local area construction practices
<i>Cost</i>	<ul style="list-style-type: none">• All avoidable (unnecessary) costs must be prevented• First cost must be lowest possible for design meeting all other goals• Operating costs must be optimum balance between first cost and long-term cost
<i>Time</i>	<ul style="list-style-type: none">• Design must allow rapid, uncomplicated construction• Design must recognize schedule constraints presented by weather conditions• Design must recognize site constraints as they affect schedule
<i>Quality</i>	<ul style="list-style-type: none">• Maximum quality materials should be selected, while meeting other goals• Systems must be constructible at selected site to high quality standards

Hensel Phelps has developed a highly skilled team, armed with special systems to administer a program that evaluates the design and makes suggestions to meet the above goals.

Constructability Review Process

Hensel Phelps is proposing the following constructability process that will be tailored to the new Fredericksburg Courthouse project's preconstruction/design phase completion schedule. The outline will be amplified during the Detailed Phase and after the Notice to Proceed to include specific requirements of the Design Team and the City. Hensel Phelps' constructability process will be timely, well-focused, accurate, flexible and well-documented. The process includes:

- Conduct regular team meetings
- Provide constructability services
- Implement changes
- Plan/schedule construction sequence
- Prepare bid documents
- Document constructability process





The formal constructability review process will begin immediately after Notice to Proceed to maximize the potential effectiveness upon cost, schedule and quality results. Since the City and Fentress Architects/Herlong Associates will most likely have completed substantial project estimates that have optimized the design decision-making process with respect to cost, we can institute a constructability process just prior to the completion of the construction documents where cost and design decisions can be verified by Hensel Phelps and changes made with the highest impact.

Hensel Phelps will place maximum focus on areas that contain the highest cost, schedule effect and quality results. The following is an example of the breakdown of project costs on a recent project:

<u>Building System</u>	<u>Probable % of Total Cost</u>
Mechanical	21.0%
Structural	20.0%
Architectural Finishes	19.0%
Electrical	17.0%
Exterior Enclosure	7.0%
Civil Work	4.0%
Foundations	4.0%

Throughout the preconstruction period, the following activities will take place on a scheduled basis:

- Cost estimates
- Cost estimate updates
- Schedule logic analysis
- Construction techniques
- Safety reviews
- Constructability reports
- Constructability updates

A 6-System Control and Documentation Process

Hensel Phelps will utilize the following proven 6-System Control and Documentation process throughout constructability analysis:



Safety Analysis

This item is overlooked in many constructability reviews, and yet its results may save substantial project costs and loss of life. The review endeavors to answer the following basic questions:

- Does project present special safety hazards? (i.e., public access, deep excavations, high work, special crane lifts, heavy welding, explosives, etc.)
- Can design be modified to reduce risks?
- What special planning procedures should be instigated to prevent accidents?





2

Systems Quality Analysis

Systems quality analysis is the simple process of reviewing all selected products to be used in the facility for alternates that might improve initial cost, quality, life-cycle cost and installation procedures.

This process is a portion of the overall constructability review and answers the following questions:

- Is each system selected optimal for the project?
- Have all factors been evaluated during system selection?
- Are there other equipment items that would increase competition, if specified?
- Are specifications definitive enough to provide desired quality?

3

Construction Techniques Analysis

This analysis process is designed to evaluate the construction techniques required, their difficulty and possible design changes which might be made to improve cost, schedule and quality by reducing the construction effort.

This process involves the evaluation of large and small design details. Small details with large quantities sometimes have greater cost and schedule effect than single large items.

Example items that were evaluated on a recent project included:

Structural Frame: If a “rigid frame” concept is selected, should we construct the system by jobsite full penetration welds or shop fabricated “trees” with shop welded moment connections?

Concrete Edges at Floors: Should we design folded sheet metal edge closures or use wood removable concrete forms?

Mechanical Duct: Should we use externally lined sheet metal duct or fiberglass duct? Should spiral or square duct be used?

4

Schedule Analysis

Hensel Phelps uses a sophisticated CPM scheduling system and a number of specialized support planning and scheduling tools to carefully plan and execute each construction project we undertake.

We would approach the schedule analysis with two questions:

- What construction methods will we use, and what is the sequence to meet the desired completion date?
- Could these construction methods and sequence be improved by making acceptable design changes?



To prepare our initial schedule we follow these steps:

1. Obtain latest design documents
2. Discuss desired milestone dates with owner (beneficial occupancy, phased occupancy, etc.)
3. Establish construction sequence with superintendent, project manager, project engineer and scheduler
4. Prepare initial activity list
5. Prepare initial CPM logic
6. Run initial logic to obtain first schedule
7. Submit schedule to constructability team for evaluation

One of the most effective evaluations will be the analysis of design decisions for building systems and their impacts on the project schedule.

5

Cost Analysis

Accurate cost analysis during design is an art that is developed over a period of years based on previous project cost data, systems cost and experience.

Hensel Phelps has utilized two methods of estimating costs of a project during designs:

Parametric Estimating: a cost analysis system based on estimating building assemblies (entire exterior wall assembly, roof assembly, etc.) which are compared to other similar assemblies to obtain total assembly costs.

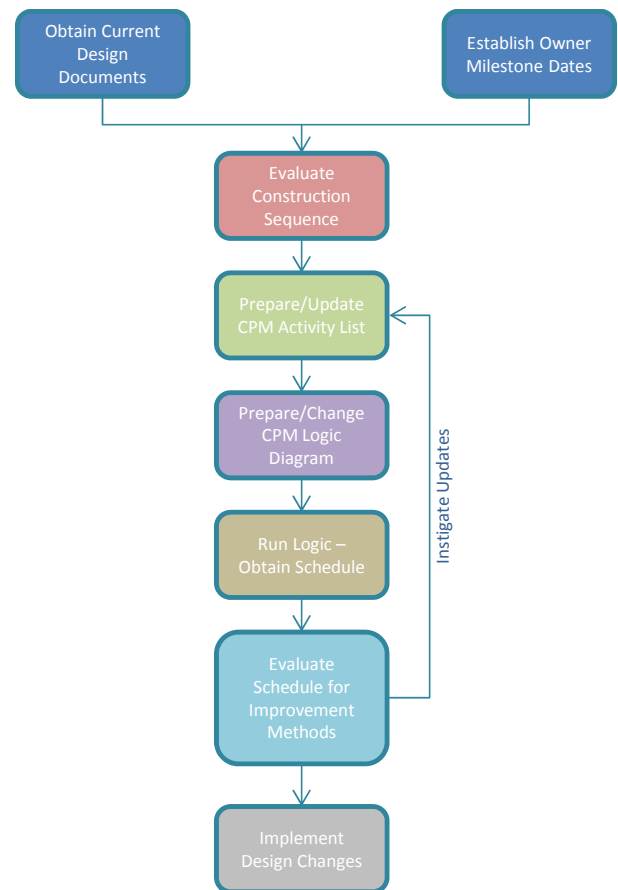
Detailed Quantity Estimating: a cost estimating system that prices actual quantities of materials (cubic yards of concrete, square feet of forms, etc.) that is used as the design becomes definitive.

6

Systems Selection Analysis

Proper systems selection is the heart of a constructability review. Hensel Phelps endeavors to add input to the decision-making process with special emphasis on the following items:

- Foundation depth and support system
- Exterior slab materials
- Structural frame concept
- Roofing selection
- Skylight system
- Glazing system
- HVAC basic concept
- Electrical service





Critical decisions regarding these systems must be made to investigate the cost / schedule / quality / function impact of each decision. The previously outlined constructability review systems are all used to investigate alternatives in design.

d) Value Management

“Value Engineering” is perhaps one of the most misunderstood and often mistrusted phrases in the construction industry. By definition, value engineering is a branch of engineering whose objective is to effect economy in the cost of constructing a project, without a perceived loss of quality or function. The mistrust of Value Engineering comes from when the analysis fails to identify and communicate reductions in functional performance or quality to the decision making entity. The term **Value Management** refers to a process by which cost reduction ideas are identified, analyzed and objectively categorized to allow owners and designers to make informed decisions. Most cost reduction ideas can be categorized into three types:

Type 1

Traditional Value Engineering

No changes to program area or architectural design allowed. No perceived changes to quality and materials allowed. This category achieves economy through improved constructability, or system selections which are more economical due to current market trends.

Examples:

1. Relocate telecom room to a more central location to reduce length of distribution cable.
2. Utilized drop heads and decon studs at columns with an 8” structural slab, in lieu of 12” thick flat plate post tensioned slab

Type 2

Quality Reductions

No reductions in program area or architectural design changes allowed. Quality level changes are analyzed consistent with other similar projects.

Examples:

1. Use a two-coat paint systems, in lieu of a three-coat paint system.
2. Leave galvanized handrail exposed in lieu of painting over the galvanizing.
3. Thin-set stone tile in lieu of thick-set stone pavers

Type 3

Quantity Reductions/Design Changes

Reductions in program area and architectural design changes. These suggestions must be carefully analyzed to ensure the design intent and functional requirements are met.

Examples:

1. Change from full height stone wall in atrium to a half high stone with painted drywall above.
2. Reduce the area of the exterior pavers

Value Management is an important component of the Hensel Phelps constructability review process. During every review cycle, all new value engineering ideas are first discussed as part of the initial discipline group



meeting. Ideas with technical merit will be assigned on the CR log and further analyzed by the team to quantify the cost and/or schedule savings. The results of this analysis are reviewed at the Follow-Up Discipline Meeting.

Each suggestion will be objectively categorized as a Type 1, 2 or 3. It is particularly important on this project that this categorization is accurate since quality and quantity reductions may not be acceptable to the City. Each idea must be carefully scrutinized to ensure the cost reduction does not compromise the courthouse's aesthetics, functionality or long-term performance.

All value management suggestions made by the discipline constructability review groups will be presented to the entire design team for confirmation that the design intent is met and that there are no unforeseen impacts to other design disciplines. After initial approval from the design team, a detailed trend estimate will be developed and the suggestion will be presented to the City of Fredericksburg in the next Constructability Report for discussion and approval prior to implementation.

Risk Mitigation

Hensel Phelps' has successfully provided preconstruction and design-build services for over 25 years. By applying the knowledge gained from this experience, Hensel Phelps is able to recognize and mitigate risks that might otherwise result in changes and claims on this project. Examples include:

<i>Risk</i>	<i>Mitigation</i>
<i>Proposer misinterprets requirements, which results in future budget problems.</i>	Hensel Phelps is comfortable with its ability to identify the probable cost of the project before submission of pricing. This comfort level is based upon a proven systematic approach to estimating, familiarity with this work type and strategic partnering with the City, Fentress Architects/Herlong Associates and key subcontractors.
<i>Uncontrolled scope or "creep" during design development.</i>	Hensel Phelps's active involvement during the preconstruction phase will reduce the risk that we will be surprised by unnecessary scope growth and resulting future budget problems.
<i>Lack of understanding of design documents by construction team.</i>	Hensel Phelps will work closely with the City and Fentress Architects/Herlong Associates to establish a design review and construction communication process and coordination system that is tailored to meet the needs of the project and the city without compromising the schedule and design intent.
<i>Permitting authorities enforce unanticipated interpretations of code requirements.</i>	Hensel Phelps has developed a rapport with the Fentress Architects from partnering on previous projects and has come to understand the local knowledge brought to our team by Herlong Associates. We are confident that this team is equipped to properly address and anticipate any and all permitting authority concerns in advance of any negative consequences. We will conduct regular tabletop reviews with all review agencies during all phases of the permitting process. This will prevent unanticipated interpretations of code requirements through constant dialogue between all stakeholders.



Mitigating Impacts of Changes and Claims

Changes are an integral part of the construction business. Failure to cope with changes, including timely notification of and coordination with all parties affected, is a common cause of dispute. **Hensel Phelps has a record of claim-free performance on negotiated as well as fixed price contracts which stands as evidence of our effectiveness.** Our approach will be to document all changes using the Request for Information (RFI) procedure for minor changes and a formal Change Order (CO) for major changes.

David Milford, the Project Manager is responsible for the evaluation and presentation of change orders. The project engineer/office engineer staff will provide assistance to the operations manager in the preparation of change order materials. Hensel Phelps field personnel (superintendents and field engineers) are responsible for notifying the operations manager that a change in the scope of work, extra work or project disruption has occurred.

An integral component of our change procedure is the submittal and document control system. When a construction document change is received, the project engineer conducts an immediate analysis of impacts caused by the change, then notifies all affected parties. Impacts to future activities can be analyzed using systems including a computerized transmittal and delivery database to provide accurate information on all material delivery, shop drawings and submittals. If impacts are anticipated, the CPM schedule logic will be updated so that affects in other areas of the project can be analyzed and recovery procedures instituted on a timely basis.

The RFI is another basic tool in our change procedure. As problems inevitably occur, they are documented—along with proposed solutions—in an RFI to the Architect. Status of RFIs are tracked by the transmittal and delivery system.

These techniques provide a written record of field changes, while also tracking timeliness of team response. Using these techniques, most changes can be accommodated with no impact to the overall schedule or budget. However, situations do occur when the owner requests a major change. A formal change order is used in this instance. In the formal change order process, we will provide timely information to the team so that intelligent decisions can be made on whether to continue or abandon the change at any time prior to issuance. The entire change order process requires two to four weeks.

Should the City desire a scope change, Hensel Phelps will use a system called Change Estimates (CEs). Hensel Phelps will deal with City-directed changes quickly to minimize the cost/time impact to the project.

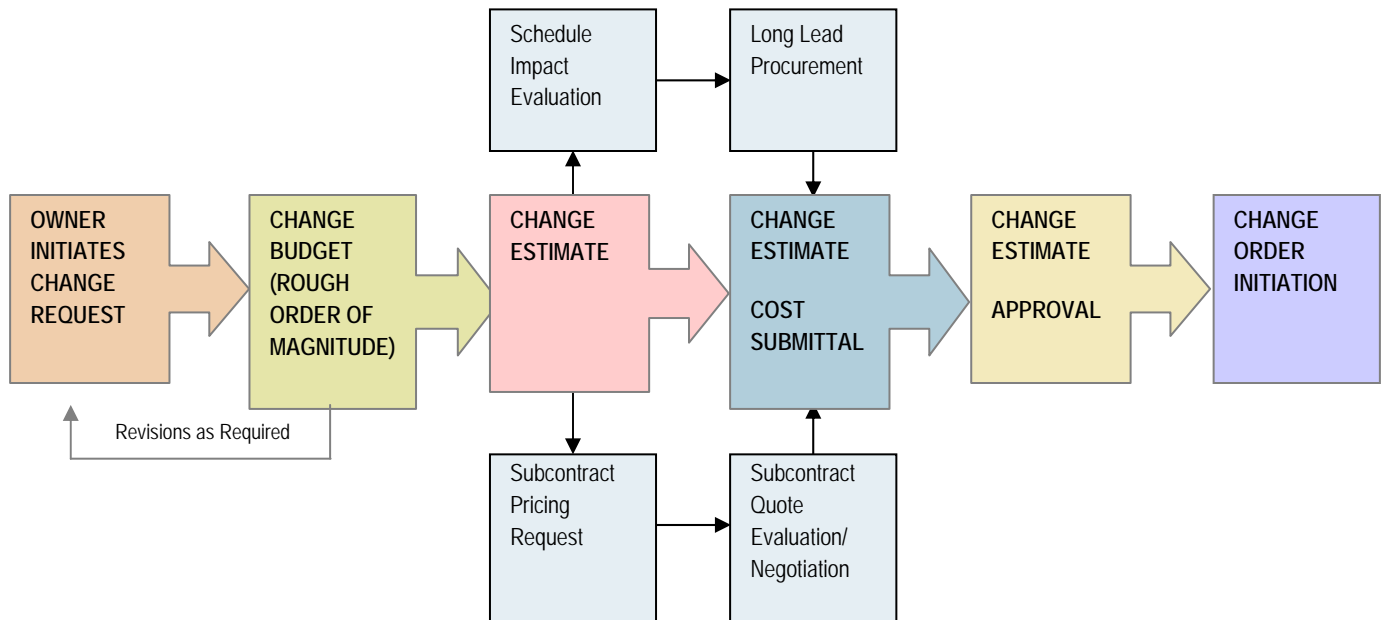
A detailed estimate is essential on all change order work. Quotations will be obtained from affected subcontractors and material suppliers, and each will be provided with copies of the revised documents including clarification requests, if any pertain to the change. A complete cost estimate of the change order is determined by considering items including all labor, material and equipment to be provided by Hensel Phelps, proposals from subcontractors, quotes from material suppliers and any cost associated with possible time delays causing prolongation of the project. Pricing received by subcontractors and suppliers will be evaluated by the on-site





staff before submission to the City. All change estimates are serially numbered, logged and tracked. Approved changes will be incorporated into the project and documented in the as-built drawings.

The following is a flow chart depicting this process.



Construction Project Controls

Hensel Phelps will employ its proven systematic approach to the management of all construction operations. Specific processing, review and management responsibilities of the Hensel Phelps project team regarding general construction administration include:

- Information Requests (RFI)
- Project Submittal Status
- Project Material Deliveries and Expediting
- Subcontract Administration
- Contract Pay Applications
- Change Tracking and Pricing
- Schedule Preparation and Update
- Document Control and Distribution
- Owner Correspondence
- Subcontractor and Vendor Correspondence
- Payroll Reporting
- Production Reporting
- Jobsite Cost/Budget Tracking
- Safety Incentive Program Management





e) Schedule Control

Hensel Phelps' scheduling procedures are the **hallmark of our company's reputation** for completing large, complex phased projects on time. Our standardized procedures for planning each project utilize multiple systems for monitoring and controlling the work.

The plan to accomplish this project within the City's schedule will include a detailed sequence of activities that takes into consideration the location of the construction.

Hensel Phelps uses a systematic planning process to research, document and assimilate planning data, constraints and potential delays. The operations manager leads a team process that develops an overall construction and coordination strategy (master plan), which incorporates all known constraints and requirements. The master plan team will include key construction and subcontract personnel, which will continue through the complete development of the construction schedule.

Hensel Phelps' ability to control the schedule includes self-perform capabilities for major trades that are on the critical path. Hensel Phelps typically self-performs approximately 20% of the cost of work including structural excavation, cast-in-place concrete and carpentry. These trades allow us to set the pace and maintain control of the project schedule. We can also augment subcontractors such as masonry, drywall and earthwork, where schedules require acceleration due to weather, unforeseen conditions or other delays.

To facilitate schedule control, Hensel Phelps typically self-performs approximately 20% of the work

The initial schedule will identify key subcontractor trades and work activities that have a major impact on the completion of the project within the milestones identified by the City. Key subcontractors will provide input into the project schedule and will be responsible for continuous schedule input in the areas of duration, manpower and sequencing including:

- Demolition
- Site work
- Underground utilities
- Temporary protection measures
- Mechanical equipment delivery and installation
- Electrical equipment delivery and installation
- Precast and masonry
- Security/Telecom
- Swing Space Construction
- Relocation

The design-build manager, project manager, project superintendent, project scheduler and key subcontractor personnel will jointly craft the initial schedule. The project schedule will incorporate the constraints of:

- Shop drawing review schedule
- Submittals
- Approvals process



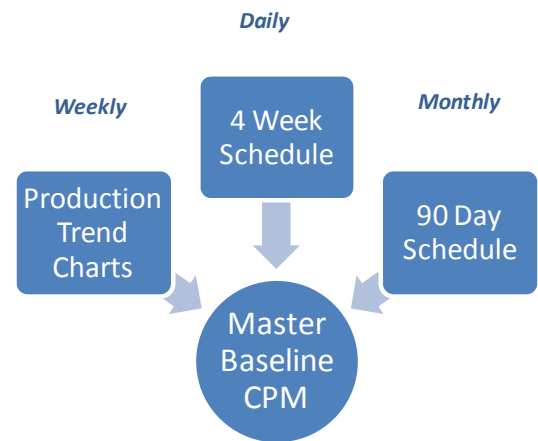


- Long-lead procurement items
- Material fabrication and delivery schedule
- Existing local constraints

Project schedule compliance is a contractual requirement for all subcontractors and vendors. The project schedule is updated monthly with actual progress and appropriate reports distributed to owner, contractor and subcontractors. All project scheduling work will conform to the City's requirements.

The project schedule is supplemented with the following standard Hensel Phelps tools:

- Three-week schedule for task execution and coordination
- Transmittal and delivery schedule for shop drawings and fabrication
- Trend charts for daily monitoring of long duration activities
- Ninety-day schedules for mid-term logistics, safety and quality planning
- Completion schedule for detailed punch list and commissioning activities



Advance Fabrication or Procurement of Long Lead Items Prior to Commencement of Construction

Part of Hensel Phelps' strategy in teaming with key subcontractors and vendors at the proposal stage is to address the issue of long-lead procurement. Hensel Phelps intends to commit to Mechanical and Electrical Subcontractors in advance of submitting our "Detailed" Phase Response. Traditionally, delivery of certain long-lead items can have an impact on the project schedule. Delivery is dependent upon:

- Notice to Proceed date
- Award of sub trades
- Placement of orders
- Preparation of shop drawings
- Approval of shop drawings
- Release for fabrication
- Factory scheduling & Shipping

Procedures for Planning and Monitoring the Progress of the Construction Work

Hensel Phelps will aggressively pursue schedule compliance using software to support the planning and scheduling efforts. A detailed project schedule will be developed using the network analysis/critical path





method. Schedules for completion of construction packages, specifications and control documents for engineering and procurement will be prepared and incorporated into the overall project schedule.

The review of current project status is cyclic and routine. Both management and support staff continuously look for ways to improve the schedule while maintaining the required levels of quality, safety, costs, etc. A graded approach is frequently used with relative item importance being factored into the schedule to assure that all critical events are given the greatest attention possible. Frequent meetings are held with key personnel to continuously review and adjust the work schedule.

For project management activities—primarily planning and scheduling—Hensel Phelps will utilize the Primavera Critical Path Method scheduling system. In tandem with estimating efforts, Hensel Phelps will analyze the schedule impact of alternatives and modifications. The Primavera system can produce a variety of reports to meet the needs of the construction engineer as well as reports that are understandable to the nonprofessional.



In addition to scheduling and establishment of a final CPM schedule for construction, Hensel Phelps will also use Prolog Manager software to organize the enormous flow of construction correspondence and information required to complete this major construction project. This database software system has a very powerful search engine enabling correspondence to be tracked, retrieved and reviewed on screen within minutes. All team members (including Project Representatives from the City of Fredericksburg) can be integrated into this system to avoid slowdowns by the paperwork process. This allows for clean and concise correspondence, as well as excellent tracking procedures for the following information:

- Request for information
- Daily quality control logs
- Daily project logs
- Latest issuance of documents
- Cost control and changes
- Submittal information
- Linking to CPM to maintain schedule information
- Hot lists to ensure items are accomplished
- Procurement tracking
- Meeting minutes
- As-built information for logging

Procedures for Identifying and Rectifying Potential Delays

Potential delays that are typical for construction projects include inclement weather, labor shortages, material deliveries, subcontractor default, removal of defective work and program changes.

Hensel Phelps' system of professional management tools has been developed to manage all of these issues, with the primary goal of problem prevention. To that end, approximately 80% of the management effort is directed toward prevention with the balance of the management effort directed toward mitigation measures. The following table briefly outlines Hensel Phelps' strategy for approaching potential schedule problems.



Problem	Prevention Measures	Mitigation Measures
Inclement Weather	Temporary roofs Dewatering Plan Weatherized roads and laydown Temporary heating/cooling and dehumidification	Re-sequence Shift work Overtime Increase manpower
Labor Shortages	Recruit from out-of-area Pre-fabrication off-site Transportation Incentive Program	Overtime Pre-assembly Mechanization Self-perform
Material Deliveries	Pre-award subcontracts T&D System Specify standard materials Factory inspections and on-site delivery check-off for compliance	Expedite fees Re-sequence Re-detail Air freight
Subcontractor Default	Bonding all contracts in excess of \$50,000 Prequalification Payment controls Joint checks Lien releases	Supplement work force or self-perform work Advance payment Replacement sub Re-sequence Shift work
Defective Work	QC protocol Frequent inspection Pre-installation meetings	Weekend work Re-sequence Re-design
Program Changes	Team relationship Communication Early identification Rapid implementation	Re-sequence Shift work Overtime Increased manpower & equipment Time extension



f) **Integrated Quality Control & Commissioning**

Hensel Phelps has developed an integrated Design-Build Quality Control (QC) program that includes participation by both designers and constructors at each phase of the process. This program includes both a design quality control (DQC) process and a construction quality control (CQC) process as subsets of the overall program. The essence of the Hensel Phelps Design-Build approach is to assemble a team of professionals in the areas of architecture, construction, and engineering. The team is composed of a contractor and an architect of record, with specialized consultants with distinct areas of knowledge working together through the design and construction phases. The team provides extensive experience in the planning, design and construction of court facilities. The teaming brings a natural "checks and balance" system for the owner that does not exist when the contractor and the designers are from the same organization.



Design Quality Control Process

The first step to a successful project is a high quality design. The Hensel Phelps Team will manage the quality process of the design and construction of the Fredericksburg Courthouse to ensure it meets all technical requirements set forth by the City of Fredericksburg and their technical guidelines. The design quality control process will be managed by the project's Design QA/QC Manager who will be an employee of Fentress Architects, but reports directly to the Hensel Phelps' Project Manager. This individual will supervise a multi-discipline Design QC Team, comprised of Hensel Phelps Superintendents, Estimators, Subcontractors, and Designers. By integrating the quality control process the construction specialists' work in concert with the designers to monitor and control project costs during the design phase, and provide value engineering, constructability reviews, scheduling and construction planning. Elements of the Design Quality Control Process are as follows:

Design Quality Attribute	Control Measure	Lead Responsibility
Meeting all customer performance requirements. Aesthetics, form and function	RFP Compliance Checklists. Initial Design Charette to confirm requirements. Basis of Design/Design Intent Documents On Board Reviews with Customer.	Hensel Phelps Project Manager Project Architect Design QC Manager
Optimizing the cost-benefit tradeoff in materials and systems selection.	Trend Estimates and Analysis. Life Cycle Cost Analysis.	Design QC Team – Estimator MEP DB Subcontractors
Coordination between disciplines.	Redicheck.	Design QC Team – All Team Members
Constructability of systems and details.	Weekly constructability review sessions.	Hensel Phelps Design Manager, Superintendent and Subcontractors.
Document Accuracy.	Document QC checks.	Design QC Team – Hensel Phelps Superintendent, Estimators and Design-Build Subcontractor Project Managers

Fentress Architects has long been concerned with the total process of project delivery, which directly involves cost, and performance of building systems, construction technology, and the disciplines of schedule. The Quality Management Control Group specifically manages quality through milestones identified in the design process. These quality management checkpoints are identified within this process allowing a thorough document review prior to issuing.

For a typical project, the quality management milestones include three reviews; 1) Schematic Design, 2) Design Development and 3) Construction Documents.



Construction Quality Control

Hensel Phelps, known throughout the industry as a top quality design-builder, is committed in protecting the integrity of the overall design and delivering a superior quality facility. These high standards will be achieved through continual, open communication with the City of Fredericksburg and by implementing the trademark Hensel Phelps Construction Quality Control (CQC) Program. The program consists of the following key elements:

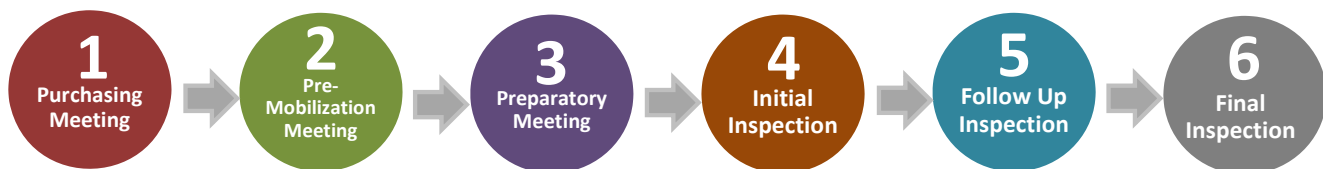
- An **integrated CQC Organization** including the subcontractors who are trained to implement and manage the process.
- A **site specific Quality Control Plan** built around Hensel Phelps' Corporate Plan but tailored to address the specific needs and requirements of this project.
- A proactive, quality process, which contains **six control steps**, designed to ensure that the work is done right the first time.
- A **Quality Process Log (QPL)**, which monitors the status of each definable feature of work.
- **Standardized procedures** for documenting and tracking testing, inspections, deficiencies, and as-built conditions.
- A **Commissioning Process** which verifies that all systems operate in accordance with the design intent.

Construction Quality Control (CQC) Plan

Hensel Phelps' Site Specific CQC Plan defines for all project members how the team will provide necessary controls, supervision, inspections, testing, and documentation to fulfill the requirements of the contract. Adherence to the Quality Control Plan will ensure compliance with all contract documents and applicable standards related to materials, equipment, craftsmanship, fit, finish, and functional performance. The CQC Plan will be submitted for acceptance within 30 days from the initial Notice to Proceed

Hensel Phelps Six- Step Quality Process

The Hensel Phelps Quality Process is a six-step process that is followed for each Definable Feature of Work (DFOW). The fundamental concept of the Hensel Phelps Quality Process is to focus the team's effort on planning and preparation in order to install the work correctly the first time. This proactive approach will significantly reduce the time and effort during the inspection phases and will dramatically decrease the number of final punch list items. The function and participation for each of the six steps are demonstrated on the inset chart on the following page.





Activities by Process Step	QC Activities	Safety Activities	Team Members Involvement	Subcontractor Involvement
Procurement Phase <ul style="list-style-type: none"> Bid Packages Check References Verify Scope 	<ul style="list-style-type: none"> Check references Make subcontractor recommendations 		<ul style="list-style-type: none"> Estimators 	<ul style="list-style-type: none"> Estimators
1) Purchasing Meeting <ul style="list-style-type: none"> Subcontractors commitment on adherence to QC process, Submittal Dates Check References Verify Scope Contract Issuance <ul style="list-style-type: none"> Document Commitment 	<ul style="list-style-type: none"> Check risk assessment database Ensure testing requirements Update Quality Process Log (QPL) with DFOV Review rough draft subcontracts 	<ul style="list-style-type: none"> Work commencing within 90-days require JHA's to be expedited 	<ul style="list-style-type: none"> Estimators Project Manager Project Superintendent 	<ul style="list-style-type: none"> Estimators Principal Principal
2) Pre-Mobilization Meeting <ul style="list-style-type: none"> Confirm Quality Commitments made during Purchasing Meeting Obtain submittals Explain process to subcontractor Project Manager Explain requirements to be satisfied prior to Preparatory Phase 	<ul style="list-style-type: none"> Communicate QC Process Outline requirements for preparatory meeting Update QPL with JHA's Shop visits Submittal review to develop agenda for preparatory meeting, inspection checklist JHA' submitted and approved 	<ul style="list-style-type: none"> Review pertinent start-up requirements Confirm date that JHA will be received. Review jobsite safety requirements Review MSDS Requirements 	<ul style="list-style-type: none"> QC Manager Project Engineer Superintendents Office Engineer Safety Officer 	<ul style="list-style-type: none"> Project Manager Project Engineer Superintendents
3) Preparatory Meeting <ul style="list-style-type: none"> Ensure subcontractor foreman understands contract documents, RFI's Quality Expectations Establish scope & schedules for initial inspection Coordination with other trades Testing requirements 	<ul style="list-style-type: none"> Confirm meeting prerequisites Lead & document meeting Review & finalize inspection checklist Update QPL 	<ul style="list-style-type: none"> Review of JHA's Review 90 day schedule for Preparatory Meetings 	<ul style="list-style-type: none"> QC Manager Designer Office Engineer Superintendents Owner QA Team Safety 	<ul style="list-style-type: none"> Superintendents Foremen
4) Initial Inspection <ul style="list-style-type: none"> Check materials for conformance Check installation for conformance with plans & specs Establish standard for craftsmanship Train the crew & installer Train the Field Engineers on inspection procedures 	<ul style="list-style-type: none"> Lead & document inspection Discuss inspection results with installation crew Provide authorization to begin production work Update QPL 	<ul style="list-style-type: none"> Review of JHA and modify 	<ul style="list-style-type: none"> QC Manager Designer Field / Office Engineer Superintendents Owner QA Team 	<ul style="list-style-type: none"> Superintendents Foremen Crew Leads QC Engineer
5) Follow Up Inspection <ul style="list-style-type: none"> Recheck materials for conformance Check installation for conformance with plans and specifications Verify standard for craftsmanship is being maintained 	<ul style="list-style-type: none"> Lead & document inspection Follow-up on items requiring corrective action Update QPL 	<ul style="list-style-type: none"> Review of JHA and modify 	<ul style="list-style-type: none"> Field Engineer Safety 	<ul style="list-style-type: none"> Foremen Crew Leads QC Engineer
6) Final Inspection <ul style="list-style-type: none"> In-house inspection Pre-final inspection Final inspection 			<ul style="list-style-type: none"> QC Manager Project Manager Superintendents 	<ul style="list-style-type: none"> Foremen



1

Purchasing Meeting

The **Purchasing Meeting** is held prior to subcontracting each element of work. There are four (4) primary objectives when conducting this meeting:

1. Evaluate the subcontractor's ability and commitment to completing the scope in accordance with the contract documents and project schedule.
2. Procure and document the complete scope of work to be included in the subcontract
3. Communicate Hensel Phelps' Quality Process to the subcontractor and obtain a commitment to following it.
4. Obtain and document commitments to submittal dates and material fabrication lead times

Selecting top-quality subcontractors who understand and are committed to the Hensel Phelps' Quality Process is essential. For a subcontractor with whom we have not had previous experience, Hensel Phelps requests and verifies project references prior to inviting the potential candidate to the Purchasing Meeting.

2

Pre-Mobilization Meeting

The **Pre-Mobilization Meeting** is held within two (2) weeks of issuance of each subcontract. The purpose of this meeting is to provide an introduction between the Hensel Phelps onsite team and the Subcontractor's Project Manager and Project Engineer. The two (2) primary objectives of this meeting are to:

1. Review the Quality Process with the subcontractor's project management team, listing and explaining all requirements that must be satisfied prior to the Preparatory Meeting.
2. Agree on firm dates for receipt of all submittals, contract execution, bonds, and safety plans etc.

At this meeting, Hensel Phelps emphasizes that full production work will not begin until all submittals have been approved, a Preparatory Meeting has been held and a representative sample of the work has been installed and approved

3

Preparatory Meeting

The **Preparatory Meeting** is held for each Definable Feature of Work (DFOW) to ensure that the foreman directly supervising the work fully understands the requirements to complete the work in compliance with the contract documents. It complements the subcontract, Job Information and Policy Brochure and most importantly, communicates the superior quality standards that are expected of all project members. The Hensel Phelps Quality Control Team prepares the Preparatory Meeting agenda and facilitates the meeting. The Hensel Phelps Office Engineer is responsible for prerequisite documents and submittals required to hold the meeting which include: 1) fully executed subcontract, bonds and insurance certificate, 2) All submittals approved, and 3) Approved Accident Hazard Analysis (AHA)/JHA and MSDS.

Meeting attendees required to be present are the subcontractor foreman directly supervising the work, Hensel Phelps superintendent or field engineer responsible for the DFOW, quality control engineer, office engineer,



safety manager and quality control manager. Depending on the feature of work being reviewed, the meeting attendees may also include the architect/designer, third-party testing personnel, manufacturer's representative and the quality assurance personnel. The Preparatory Meeting is to be held no earlier than two (2) weeks prior to the start of work. The meeting will include an agreement on the scope and schedule for the Initial Inspection and the Foreman will be directed not to progress beyond this scope without an approved Initial Inspection

4

**Initial
Inspection**

Initial Inspections are performed on the first "representative sample of work" to confirm that materials, methods, and final product meet the contract requirements. The product of the Initial Inspection, once approved, will be the standard for all future work. Initial Inspections are required for all DFOWs and must be completed and approved without any outstanding issues prior to starting full production work. Hensel Phelps Quality Control Manager conducts the inspection and completes the Initial Inspection form.

Mandatory attendees at the Initial Inspection include the subcontractor's foreman and/or crew leader, quality control engineer, field engineer, third-party testing (if testing is required) and quality assurance. Other attendees are the designer, office engineer(s) and superintendent and subcontractor installation crew.

5

**Follow Up
Inspection**

Follow-up Inspections re-confirm that materials and methods demonstrated during the Initial Inspection continue to be installed to the agreed-upon standard.

Follow-up Inspections are required for all DFOWs and must be completed at regular one (1) to two (2) week intervals. Hensel Phelps Quality Control Manager conducts the inspection and completes the Follow-up Inspection Form. The inspection can be completed independently and requires interaction from the Subcontractor Foremen only when corrective action and additional training are required.

6

**Final
Inspection**

Final Inspection, the last step in the Quality Process, provides the City with the opportunity to verify work performed by Hensel Phelps and Subcontractors meets the requirements of the contract. Final Inspection is a requirement of the Hensel Phelps Quality Plan. The Final Inspection Process occurs in three stages. Responsibility for each stage is as follows:

- In-House Inspection: Hensel Phelps Superintendent/Subcontractors
- Pre-Final Inspection: Hensel Phelps Quality Representative/Fentress/Herlong/City of Fredericksburg
- Final Inspection: Hensel Phelps Quality Representative/ City of Fredericksburg

Properly followed, **this process has repeatedly proven to result in considerable schedule savings** because the steps within the Quality Process are designed to eliminate rework by clarifying and confirming methods and procedures at the onset. Strict adherence to this process will ensure the project is delivered to Fredericksburg City on time with zero open punchlist items.



Commissioning Process

Hensel Phelps realizes the critical importance of the closeout and commissioning process and how it affects the overall success of a construction project. We have developed a total building commissioning management plan to assist owners and design professionals to achieve, validate, and document that the performance of the total building and its systems meet the design intent and requirements established. Total building commissioning includes verification of the subcontractors equipment installation checklist, system integration checklists, Test Adjust Balance procedures, and sequence of operations validation for all building systems and components, including mechanical systems (HVAC, building controls, and plumbing), electrical systems (lighting and power delivery), and life safety systems.

Hensel Phelps strives to closeout and commission its projects within 60 days of achieving substantial completion. We begin the closeout and commissioning process during preconstruction and include the owner and design professionals in the process.

Hensel Phelps's closeout and commissioning process consists of seven proven steps to advance a facility from the state of completion (construction) to a functional facility (operations) in accordance with the design intent. Hensel Phelps Commissioning Specialist will utilize its **seven-step commissioning process** and will customize the individual steps required for the Fredericksburg Courthouse systems.





Hensel Phelps 7-Step Commissioning Process

1 Preconstruction Activities

- Design/RFP review, develop a listing of comments generated with disposition
- Review design team's Basis of Design (BOD)
- LEED design verification that Owner Project Requirements (OPR) are included
- Develop the commissioning specifications
- Review and coordinate the sequence of operations to ensure proper integration of all systems
- Incorporate subcontractor commissioning scope requirements in subcontracts

2 Master Equipment List (MEL) Compilation

- Develop MEL from design documents
- List submittals the Commissioning Agent (CxA) is required to review; obtain CxA review comments with final disposition to each comment
- Verify installed equipment conforms to the MEL
- Code MEL by functional system

3 Site-Specific Commissioning (Cx) Plan Development

- Initiate and facilitate a Commissioning Partnering Meeting
- Hold regularly scheduled Commissioning Progress Meetings
- Develop a site-specific Commissioning Plan; verify accepted RFP-, OPR-, and BOD-accepted comments have been incorporated in the Plan
- Develop a Commissioning Schedule

4 Test Procedures Development

- Obtain a list of equipment requiring Pre-Start Up Checks (PCs)
- Review submittals for compliance
- Obtain all preliminary Operational and Maintenance (O&M) Manuals
- CxA review initial O&M Manuals
- Subcontractors develop PC procedures
- Develop Functional Performance Tests (FPTs) procedures and Systems Integration Checklists
- CxA reviews all PC and FPT test procedures

5 Construction Prerequisites to Commissioning

- Verify installed equipment conforms to the MEL and approved submittals
- Verify instrumentation hardware / software installed, wiring point to point tested, calibration complete, and correct
- operation of all actuating equipment.
- Energy Management Controls Systems (EMCS) software development completed and tested
- Subcontractor PCs completed and documentation forwarded to the Team
- Equipment initial start-up plans identified with required participants list
- Equipment start-up completed
- Verify integration points between multiple systems are communicating.
- Test, Adjusting, Balance (TAB) completed
- Subcontractors submit final FPTs
- Subcontractors perform FPTs including trending in advance of CxA verification to assure readiness

6 Functional Performance Testing (FPT)

- Perform integrated FPT system testing
- Perform system trending, as required
- Obtain final FPTs completed by the CxA

7 Close-out of Documentation)

- Supply training documentation and, as required, conduct Owner Training
- Submit warranty documentation
- Submit final O&M Manuals
- Submit As-Built Documentation
- Verify that the "Commissioning Action Items List" has been completed
- Supply a Commissioning Final Report
- Identify seasonal functional testing and trending requirements with a Plan on how to meet the requirements



g) Local, Small, and Minority Business Utilization

By utilizing creative strategies, **Hensel Phelps will maximize participation of local, small, and minority-owned businesses** on the Fredericksburg Courthouse project. Our team has begun this participation with the inclusion of key design team members with small and local business status, including:

- **Herlong Associates Inc.** *Virginia Certified Small Business (SWaM), Local Fredericksburg Business, and Women-Owned Business*
- **Sekiv solutions** *Virginia Certified Small Business (SWaM)*
- **Froehling & Robertson.** *Women-Owned Business and Local Fredericksburg Office*
- **Dovetail Cultural Resource Group, Inc.** *Certified Disadvantaged Business Enterprise (DBE) and Small, Woman, and Minority Business (SWAM and Local Fredericksburg Business)*

Hensel Phelps will administer the procurement, contracting and project management processes to facilitate cooperative developmental relationships between large businesses and small, minority and **locally-owned** businesses. By developing a teaming environment, we will create and maintain these supportive relationships.

Hensel Phelps currently works with a significant number of qualified, local subcontractors within a 30 mile radius of Fredericksburg and is confident that we will be able to draw from this local pool of subcontractors that meet the requirements for the new Fredericksburg Courthouse and Court Facilities project.

Plans To Employ Local Contractors and Residents

There is inherent value gained by all stakeholders when the use of local resources (subcontractors, materials, labor) is placed in the forefront of purchasing efforts on large-scale projects. The Fredericksburg Courthouse and Court Facilities project provides an excellent avenue for peripheral gains to the local economy and construction industries.

Hensel Phelps is committed to a **goal of 50% of the subcontracted work to locally-owned businesses for this project**. These businesses are defined as those with offices within a 50-mile radius of the City of Fredericksburg. Several of the identifiable values that the Hensel Phelps team proposes to bring to the table in regard to the use of local subcontractors are:

For Hensel Phelps -

1. Responsiveness is increased during the construction efforts. The use of local subcontractors allows a more timely response to issues as they arise. Construction is a dynamic process and requires almost instantaneous course correction to facilitate a productive work environment. The use of local subcontractors will play a key role in timely responses to issues as they arise.
2. Pride is a key component to all successful work atmospheres. Local subcontractors inherently instill a greater level of pride in their finished products when they are being constructed for “their” public





facilities. The high-profile nature of this project will facilitate this heightened pride level for local subcontractors. Hensel Phelps will evaluate this effect in all subcontracts prior to execution.

3. Local subcontractors bring knowledge to projects in their vicinity that is invaluable. Hensel Phelps continually depends on this knowledge for successful projects. Some information gained will be:
 - a. Local construction material availability and use
 - b. Labor resources for their work items as well as other trades
 - c. Soil conditions and the most effective way to deal with them
 - d. Local wage rates and the rate required to facilitate hiring qualified individuals

For The City of Fredericksburg -

1. Following project completion, the City of Fredericksburg will reap abundant benefits from the use of local subcontractors by experiencing quicker response times for repairs and warranty issues.
2. Operation and Maintenance (O&M) agreements will be more cost effective if the subcontractors performing the work are utilized. Most subcontractors prefer to perform O&M on systems that they have installed.
3. The local economy will get a “shot in the arm” when local subcontractors are employed. Both their labor force and management will inherently contribute to the economy that immediately surrounds their corporate operations.

Hensel Phelps is a Virginia-based contractor with extensive design-build in close proximity to Fredericksburg, Some of the local design-build successes include:

- ◆ Spotsylvania County Circuit Court Building and Public Safety Building, Spotsylvania, VA
- ◆ Federal Bureau of Prisons, Petersburg, VA
- ◆ Engineering Research Facility Expansion, Quantico, VA
- ◆ Military Department (MILDEP) Investigative Agencies Headquarters Building, Quantico, VA

In all of the projects listed above Hensel Phelps realized the value of using local resources and implemented the same successful strategies in solicitation, planned community involvement, training support and local material purchasing as proposed for the City of Fredericksburg Courthouse project. These efforts shall include:

1. Hensel Phelps has solicited all qualified local subcontractors and conducted face-to-face scope/philosophy meetings with most in preparation of this proposal. Our database of over 3,500 companies was sorted by locality and the primary effort of solicitation has been focused on local firms. This focus will enhance the potential of the above listed advantages being realized to the fullest extent possible by Hensel Phelps and the City of Fredericksburg.





2. Formal advertisements will be made for all job openings in the local publications. **(Note: This will be mandated for all Hensel Phelps self-performed labor as well as a contractual obligation in all subcontracts written by Hensel Phelps on the project).**
3. Formalized advertisements/solicitations requesting local building materials that will be used in the construction of the facility will be made in a timely fashion so that smaller local firms can prepare quotations and have time to pose questions to Hensel Phelps in regard to the process of supplying the products. Some of the materials requested in these solicitations will include:
 - a. Formwork material
 - b. Fuel
 - c. Rough carpentry material
 - d. Landscaping products
 - e. Ready-mix material
 - f. Finished stone
 - g. Millwork
 - h. ...and more
4. The Hensel Phelps team, including major subcontractors, will advertise and hold up to two job fairs at the on-site complex before/during construction to fully explain the work opportunities presented by this extensive project. The firms will focus on:
 - a. Skills required for the positions needed
 - b. Approximate wage scales offered for the available positions
 - c. Benefits provided by the employing firms
 - d. Potential of continuing/follow-up work after the completion of the project

The efforts stated above have proven to be extremely valuable on projects in outlying areas where economic stimulation is a high-ranking priority for all stakeholders. Hensel Phelps is committed to placing this important aspect of the New Courthouse and Court Facilities project in the forefront of our efforts. Both parties will realize substantial benefits from this established program both in the short-term as well as the long-term.

Small and Minority-Owned Business Utilization

A majority of Hensel Phelps projects have owner established small business utilization goals – from 20% to as much as 70%, and the firm has an outstanding record of accomplishment of not only meetings these goals, but often times exceeding them. For example, on a project for the Navy at U.S. Naval Academy in Annapolis, MD we exceeded the government's mandated 74% small, minority- or





disadvantaged-owned businesses subcontracting goal by **3% (77%)**. As similar success occurred on the National Maritime Intelligence Center in Suitland Maryland, where Hensel Phelps achieved a 78.2% subcontracted effort, exceeding the Navy's 76.1%.

For the Fredericksburg Courthouse and Court facilities project, Hensel Phelps will set a goal of **25%** Virginia Certified Small Business (SWaM) participation.

A major achievement occurred in 2009, when Hensel Phelps was honored to have received the **2009 Dwight D. Eisenhower Award for Excellence – Construction Category**. Created in 1991 and named for the president under whom the SBA was founded, The Dwight D. Eisenhower Award for Excellence honors large federal contractors that have excelled in using small businesses as suppliers and subcontractors. Of the more than 2,500 companies in SBA's portfolio of large federal contractors, only two percent have earned this award.

In 2007, SBA awarded Hensel Phelps the **National Award of Distinction—the only contractor to receive the award in 2007**—in recognition for our exceptional small business subcontracting program. Less than 2% of the SBA's portfolio of large contractors have received this award.

Program Methodology

Hensel Phelps has a proven phased process that outlines, in sequence, both the internal and external plans to accomplish our far reaching small, minority owned businesses participation goals and long-term growth objectives for the City of Fredericksburg project. We believe that our program—as we have demonstrated previously—can serve as a local model for the next generation of economic development projects in the City. This program requires an intimate knowledge of the special barriers that have historically faced the small, and minority owned business communities. We intend to continue our no-nonsense approach by modifying some standard industry practices that hold these impediments in place.

Creative Strategies to Achieve Maximum Participation

- Administer the procurement, contracting and project management processes to facilitate cooperative developmental relationships between large businesses and small and minority owned businesses.
- Utilize the teaming environment to create these supportive relationships

Managing the Procurement Process

- As the design-builder, Hensel Phelps will monitor the quality of small and minority owned business involvement throughout the bidding process to ensure that their participation is meaningful
- Hensel Phelps will re-order the standard procurement process whenever feasible to provide the earliest notification and will contact interested contractors to understand their intent and help them better understand the bidding requirements

Recent Small and Minority Business Recognitions

- In 2009, Hensel Phelps received the prestigious U.S. Small Business Administration's **Dwight D. Eisenhower Award for Excellence**





- In May 2007, Hensel Phelps received an **“Award of Distinction”** from the U.S. Small Business Administration. *Less than 2% of SBA’s portfolio of large contractors are active recipients of this award.*
- In 2006, Hensel Phelps received a National Rating of **“Outstanding”** for its federal small business program from the U.S. Small Business Administration based on a companywide audit.
- 2008 - Diversity Trailblazer Award - Black CEO Summit and African American Business Forum - Creating partnerships for economic prosperity with African American Businesses
- 2008 - Majority Firm: Partnering for Success - City of Baltimore, MD 1st Annual Small, M/WBE Awards Breakfast-A majority company who has made it a part of their corporate culture to assist and mentor small, minority and women-owned firms.
- 2008 - City of Baltimore, Certificate of Recognition – Charles E. Eaton (Hensel Phelps), 2008 Majority Firm: “Partnering for Success” Award
- *Construction News Award* - HUB 2007
- Recommendation Letter in Support of Hensel Phelps for “E” Award for Construction Company of the Year, 2008
- 2007 - Certificate of Achievement for Outstanding Accomplishment of Historically Underutilized Business Participation on Almetris Duren Residence Hall
- 2007 - Hispanic Contractors of Colorado – General Contractor of the Year
- 2007 - Minority Business Advisory Council for Outstanding Leadership
- 2007 - Prime Contractor of the Year - Maryland Washington Minority Contractors Association - Superb efforts in the inclusion and a strong commitment to support hiring

*This approach has proven to result
in outstanding safety performance
which is evidenced by Hensel
Phelps’ current EMR of .56, which is
well below the industry average*

h) Safety Performance

“Zero Accident” Safety Culture

For any safety program to be successful, the commitment to “Zero Accidents” must begin at the very top of the organization. At Hensel Phelps this commitment is led by Jerry Morgensen, The Chief Executive Officer. Over the past 25 years, Mr. Morgensen has been the key individual responsible for the development of our safety culture. This safety culture has resulted in Hensel Phelps being repeatedly recognized as being one of the safest general contractors in the country.

Safety is the responsibility of all team members, from the senior management to field personnel, and the City of Fredericksburg can be assured that Hensel Phelps will commit all resources necessary to make our team’s belief that ***all accidents can be avoided***, a reality.

The Mid Atlantic District’s Safety Director, Dave Webb, CSP, will administer the Safety Control and Accident Prevention Plan for the Fredericksburg Courthouse Project. He will report directly to the Vice President/District Manager, Steve Speer and will be assisted by an on-site safety engineer who will report directly to him on all safety issues. The Safety Control and Accident Prevention Program will include the following elements:





- A **Safety Organization** which includes trained safety professionals at every level of the organization
- A standardized baseline jobsite **Accident Prevention Plan** which will be tailored for each project to address the specific hazards of that project. This combines the efficiency of a uniform, consistent process with the detailed analysis of hazards unique to the specific project.
- Comprehensive formal **Training Programs** for both the salaried project management staff and the craft personnel.
- An independent jobsite safety **Inspection and Audit Process**.
- A **Monthly Safety Report** in addition to the contractual daily reporting which analyzes the team's safety performance at both a project and program-wide level.
- A craft person and supervisor **Safety Incentive Program** to reward safe practices.
- A consistent, formal **Disciplinary Policy** to reinforce a zero tolerance attitude for unsafe behavior.

Safety is a team effort and **all members of the project team including the craft labor will be explicitly empowered by Hensel Phelps' executive management to stop any work activity which appears unsafe.**

Corporately, Hensel Phelps holds the project superintendent and manager directly responsible for safety on the jobsite. This assures that the on-site team is not compromised concerning safety-related issues with contrasting contractor goals of cost and schedule

Process / Standard Operating Procedures

On all projects, Hensel Phelps produces a Site Specific Safety & Health Plan designed around an established framework which meets all EM 385-1-1, OSHA Standards, and commonly accepted safe practices in the construction industry. The plan is included as part of all subcontracts so it can be contractually enforced. The Site Specific Safety & Health Plan is centered on these three basic elements:

1) Pre-Planning

Design Review: Safety must be planned into every operation on a project. This planning begins prior to the mobilization phase where the Hensel Phelps Superintendents and Safety Managers review the contract drawings to identify potential future construction safety hazards and suggest ways for safety to be incorporated into project planning. Early identification of potential hazards will allow opportunity to include protective measures in the overall site planning and utilization.

Activity Hazard Analysis (AHA): An Activity Hazard Analysis (AHA) will be performed on every self work and subcontractor operation to identify what hazards exist and to develop a mitigation plan to prevent the hazard from becoming an injury or illness on the job. The AHA form must be completed by the Foreman and Superintendent and be approved by the Safety Manager prior to scheduling the preparatory meeting for that activity.





2) **Communication & Training**

Training is a major element in the Hensel Phelps safety approach. All personnel in the organization, including both craft and salaried personnel, receive regular safety training and constant feedback concerning lessons learned from our nationwide operations. New hires receive special safety indoctrination training and are mentored by tenured craftsmen for the first six months to ensure that safe work practices become a part of their daily routine.

3) **Safety Observation & Inspection**

Safety Training Observation Program (STOP): Hensel Phelps utilizes “STOP” (Safety Training Observation Program) as a method of safety observation, which is a non-punitive process of educating the construction workforce related to safety issues. The objective of the STOP system for supervision is to eliminate injuries through the elimination of unsafe acts in the workplace.

Daily Inspections & Jobsite Audits: The Hensel Phelps Superintendent Frank Shultz will conduct daily jobsite safety audits utilizing a standard checklist format modified for each unique jobsite. Bi-monthly, the districts’ safety auditor performs a “mock OSHA” safety inspection of the jobsite. Hensel Phelps’ insurance carrier, Zurich, also provides a monthly jobsite inspection service which provides another opportunity for the project to be evaluated. The findings from Zurich’s inspections are detailed in a report which is reviewed by both the Hensel Phelps CEO and Divisional Executive Vice President.



Tab F | Past Projects - Contractor

- 1) Introduction to Hensel Phelps
- 2) Availability of Resources
- 3) Attachment C Forms
- 4) List of Other Projects





F. Past Projects - Contractor

1. Introduction to Hensel Phelps

Since 1937, Hensel Phelps Construction Co. (Hensel Phelps) has been providing premier general contracting services. A financially strong corporation, Hensel Phelps has a 5A2 Dunn & Bradstreet rating, and is consistently rated among the top general contractors, design-builders and construction managers in the nation by Engineering News Record (ENR). In fact for **2010** we were rated as **the 9th Design-Build General Contractor** the **9th General Building Contractor**, and the **4th Green Contractor**.

Through experienced personnel and proven management systems, Hensel Phelps has been able to emerge, not only as one of the nation's top general contractors, but one with a national reputation for providing premium services to its clients.

Hensel Phelps offers a diverse portfolio of projects consistently completed on-time, within budget and with overall client and end-user satisfaction. For the Fredericksburg Courthouse and Courts Facilities project, Hensel Phelps will provide the City of Fredericksburg a cohesive and well-coordinated development, design and construction effort through a response-oriented organization with the following strengths:

- A premier design-builder with proven experience in managing the design-build process from the notice to proceed to post occupancy.
- Award winning performance, including the prestigious AGC "Build America Award" and the Marvin M. Black Award for Partnering, provides solid evidence that Hensel Phelps's design-build capabilities are among the best in the industry.
- A team of qualified on-site managers and laborers who will provide all construction services for the Fredericksburg Courthouse and Court Facilities project.
- Extensive experience in providing quality preconstruction services that result in coordinated, constructable, sustainable, and cost-effective design and construction documents.

THE TOP PROJECT-DELIVERY FIRMS

RANK	FIRM	2009 REVENUE (\$ MIL)	2009 NEW CONTRACTS (\$ MIL)	2009 NEW CONTRACTS (\$ MIL) %
1	CH2M HILL	1,000.0	1,000.0	100.0
2	PARSONS	800.0	800.0	100.0
3	BE&K	700.0	700.0	100.0
4	STANTEC	600.0	600.0	100.0
5	URS	500.0	500.0	100.0
6	FLUOR	400.0	400.0	100.0
7	WILSON	300.0	300.0	100.0
8	PARSONS BRINCKERHOFF	200.0	200.0	100.0
9	HENSEL PHELPS CONSTRUCTION CO., Greeley, Colo.	1,915.1	1,915.1	0.0

THE TOP 100 GREEN CONTRACTORS

RANK	FIRM	2009 REVENUE (\$ MIL)	2009 NEW CONTRACTS (\$ MIL)	2009 NEW CONTRACTS (\$ MIL) %
1	THE TAYLOR CORP., New York, N.Y.	1,170	1,170	100.0
2	THE HENSLER CORP., Dallas, Texas	1,000	1,000	100.0
3	THE HENSLER CORP., Dallas, Texas	1,000	1,000	100.0
4	HENSEL PHELPS CONSTRUCTION CO., Greeley, Colo.	1,915.1	1,915.1	0.0



Public Sector Experience

Doing business with the public sector in today's fast-paced, high-tech environment requires specialized expertise across organizational and functional boundaries. Hensel Phelps portfolio contains over \$9 billion worth of public sector experience, making us an expert in all aspects of working with the unique requirements of public entities.

Hensel Phelps has completed over \$5 billion worth of courthouse and detention related facilities throughout the United States.

Locally our public sector clients include; Spotsylvania County, Loudoun County, Alexandria City Public Schools, Fairfax County, Washington Metropolitan Area Transit Authority, Metropolitan Washington Airport Authority, GSA, U.S. Navy, Department of Defense, and Maryland Economic Development.

*Public-Private
Education Facilities
and Infrastructure
Act of 2002*

In addition, Hensel Phelps has worked locally on over \$180 million worth of **PPEA projects** which includes the **\$29 million design-build Spotsylvania County Circuit Court Building and Public Safety Building**, the recently completed \$57 million design-build **Loudoun County Adult Detention Center**; and the \$94 million design-build **TC Williams High School in Alexandria, Virginia**.

Design-Build Experience

Teaming with design partners, Hensel Phelps has delivered a wide variety of projects on a design-build basis, from convention centers to prisons to office buildings to aircraft maintenance hangars. Award-winning performance, including numerous DBIA "National Design-Build" and "Design-Build Excellence" Awards, provides solid evidence that Hensel Phelps' design-build capabilities are among the best in the industry.

Hensel Phelps assists owners and design partners in every aspect of design-build construction, from accurate cost estimates based on preliminary designs, evaluating strategic material purchasing methods, and integrating daily communications with staff into our plan. Our team of expert design-builders takes a hands-on approach early on, so every detail of the project is understood and achieved.

We pride ourselves on having completed and/or currently working on nearly \$15 billion worth of design-build projects to date. The Mid Atlantic District of Hensel Phelps is currently working on over \$3.1 billion worth of design-build contracts, including:

Project Name	Location	Construction Value	Completion Date	Building Size (SF)
Collocate Military Department (MILDEP) Investigative Agencies Headquarters Building	Quantico, VA	\$323 Million	12/14/2010	718,854
Defense Information Systems Agency (DISA) Headquarters	Ft. Meade, MD	\$419 Million	02/05/2011	1,070,000
Pentagon Renovation, Wedges 2-5	Arlington, VA	\$1.7 Billion	02/08/2011	4,700,000



Project Name	Location	Construction Value	Completion Date	Building Size (SF)
Defense Media Activity	Ft. Meade, MD	\$60 Million	02/26/2011	178,086
Joint Task Force Civil Support	Ft. Eustis, VA	\$11 million	05/18/2011	62,000
FORSCOM/USARC Combined Headquarters	Ft. Bragg, NC	\$302 Million	06/21/2011	708,000
Spotsylvania County Circuit Court Building and Public Safety Building	Spotsylvania, VA	\$29.4 Million	09/01/2011	120,836
Hazelton Federal Correctional Institution	Hazelton, WV	\$163 Million	06/30/2012	450,000
Southeastern Bus Garage Replacement	Washington, DC	\$50 Million	07/10/2012	53,779
New Correctional Facility – SCI Benner Township	Benner, PA	\$174.7 Million	09/18/2012	450,000

Highly Qualified Design Team

Hensel Phelps takes pride in selecting the most highly qualified design-build team members. For each project we are procuring and / or awarded we have in place a proven evaluation process to select the most seasoned design team members, specialty consultants and subcontractors. Specifically, for the Fredericksburg Courthouse and Courts Facilities project, Hensel Phelps has assembled an outstanding design team led by **Fentress Architects in association with Herlong Associates Inc.** This team has extensive experience in the planning, design and construction of courthouses and historic properties, as well as local Fredericksburg experience. Their corporate philosophies closely match that of Hensel Phelps. In addition, Hensel Phelps has a successful past relationship with many of these firms. *Please reference Tab G for the qualifications of the Design Team.*

Successful Working Relationships

Hensel Phelps and **Fentress Architects** have teamed together on more than **50 projects** throughout the United States. This experience includes some of the most prestigious courtroom facilities, municipal buildings, military projects, and Class-A Office space. Our fast-track portfolio continually repeats success; finishing projects, on-time, within budget and of award-winning quality. In the past 3 years, Hensel Phelps and the Washington D.C. office of Fentress Architects have worked together on five (5) projects in the Mid-Atlantic region. This work is valued at **over \$700 million** and encompasses more than **2 million square feet**.



Courthouse and Municipal Team Experience



2. Availability of Resources

Hensel Phelps has the necessary preconstruction and construction resources to begin this project immediately. All proposed key personnel for the Fredericksburg Courthouse and Courts Facilities are available.

Current Staff in Mid Atlantic:	301
Current Committed Staff:	259
Current Staff Available:	42
Annual Gross Revenue Hensel Phelps Mid Atlantic District:	5/31/10 Revenue- \$959 Million
	5/31/11 Projected Revenue- \$755 Million

3. Past Projects – Attachment C

The chart below identifies a number of Hensel Phelps projects that are not only similar in size and scope, but include other important characteristics that are relevant to the new Fredericksburg Courthouse. Provided on the following pages are **Attachment C** for each of these projects. Please note that a number of these projects were performed with design team member **Fentress Architects**.

	Courthouse / Detention	VA PPEA	Historic Renovation	Design Build	HPCC & Fentress	LEED Certified	Urban Location	Local Project
<i>Spotsylvania County Circuit Court Building & Public Safety Building</i>	○	○		○				○
<i>DC Court of Appeals Renovation</i>	○		○				○	○
<i>H. Carl Moultrie Courthouse Juvenile At-Risk Holding Facility</i>	○		○				○	○
<i>Loudoun County Adult Detention Center</i>	○	○		○				○
<i>US Federal Courthouse, Orlando</i>	○						○	
<i>Larimer County Justice Center and Courthouse Office Building</i>	○			○	○			
<i>Loveland Police and Courts Building</i>	○			○	○			
<i>Sacramento City Hall</i>			○	○	○		○	
<i>Youth Services Center</i>	○			○			○	○
<i>San Joaquin County Administration Building</i>				○	○	○	○	
<i>T.C. Williams High School</i>		○		○		○	○	○
<i>DASH Bus Maintenance Facility</i>				○		○	○	○
<i>California Department of Higher Education</i>				○	○	○	○	
<i>National Maritime Intelligence Center Expansion</i>				○	○	○		○
<i>Military Department Investigative Agencies (MDIA) Headquarters Building</i>				○	○	○		○
<i>Engineering Research Facility Expansion</i>				○	○			○



Attachment C

<input checked="" type="checkbox"/> Courthouse	<input checked="" type="checkbox"/> PPEA	<input checked="" type="checkbox"/> Design-Build
<input checked="" type="checkbox"/> Local Project		

1. Contractor Name

Architect Name: Hensel Phelps Construction Co.
Project Manager: David Milford, LEED AP
 (proposed for Fredericksburg Courthouse)
Superintendent: Frank Schultz (proposed for Fredericksburg Courthouse)

2. Project Name

Project Name / Facility Name: Spotsylvania County Circuit Court Building & Public Safety Building
Project Location: 8800 Courthouse Road
 Spotsylvania, VA 22553
Contract / Project # PPEA-RFP# 08-11-39
Project Delivery: Virginia PPEA - Design-Build

3. Owner

Owner: Spotsylvania County
Address: Spotsylvania, VA 22553
Contact Person: David Breedin
Contact Title: Facilities Manager
Contact Phone: (540) 507-7009
Contact Email: dbreedin@spotsylvania.va.us

4. Architect/Engineer

Architect/Engineer: Moseley Architects
Address: 601 Southlake Boulevard
 Richmond, Virginia 23236
Contact Person: Taylor Muniz, AIA
Contact Title: Project Architect
Contact Phone: (804) 794-7555
Contact Email: tmuniz@moseleyarchitects.com

5. Construction Manager

N/A. Hensel Phelps is the Design-Builder

6. Contract Dates

NTP: 5/13/2009
Contractual Completion: 9/1/2011 – under construction
Actual Completion: 9/1/2001 - est.

7. Description of Project



Hensel Phelps was awarded the County of Spotsylvania's **first design-build project under the best value procurement methodology (PPEA)**. Located on the south campus of the Historic Spotsylvania Courthouse Complex, this project includes a 60,112 SF circuit court building and a 60,724 SF public safety building.

Included in the public safety building will be the County's new Emergency 911 Center. One of the project's major challenges is the careful coordination of the operations of the existing Emergency 911 Center, as it is currently housed in a building adjacent to the jobsite. The Hensel Phelps-led team is continuously communicating with Emergency officials through the life of the project, as their 24/7 operations cannot be impacted in any way. Careful coordination is also a mandate for not impacting the operations of the existing judicial center, sheriff's office, and narcotics division office.

Other facets of the project include demolishing an existing fire station and American Legion building, constructing a new parking lot, and extending a public road.

Although there are no subcontracting goals mandated by the County, Hensel Phelps is on track for **achieving 31% local subcontractor and vendor participation**.



8. Cost

<i>Original Contract Value:</i>	\$29,633,365
<i>Final Contract Value:</i>	\$29,444,828
<i>Value of Change Orders to date:</i>	\$0. Currently \$188,537
<i>Value of Owner-Initiated Change Orders to date:</i>	Under budget
<i>Outstanding Claims to date:</i>	\$0
<i>Claims to date:</i>	\$0



9. Bonding Company

<i>Company:</i>	Travelers Casualty & Surety Company
<i>Address:</i>	PO Box 173713 Denver, Colorado 80217
<i>Contact Person:</i>	Richard Schultz
<i>Contact Title:</i>	Vice President
<i>Contact Phone:</i>	720.200.8423
<i>Contact Email:</i>	rcschultz@travelers.com





Attachment C

<input checked="" type="checkbox"/> Courthouse	<input checked="" type="checkbox"/> Historic Renovation
<input checked="" type="checkbox"/> Urban Project	<input checked="" type="checkbox"/> Local Project

1. Contractor Name

Architect Name: Hensel Phelps Construction Co.
Project Manager: John Cowan
Superintendent: Steven Brumet, STS

2. Project Name

Project Name / Facility Name: District of Columbia Court of Appeals Renovation & Addition
Project Location: 430 E Street, NW
Washington, DC 20001
Contract / Project # N/A
Project Delivery: Design-Bid-Build

3. Owner

Owner: District of Columbia
Superior Courts
Address: 616 H Street, NW
Washington, DC 20001
Contact Person: Joseph Sanchez
Contact Title: Contracting Officer
Contact Phone: (202) 879-2801
Contact Email: Joseph.Sanchez@dcsc.gov

4. Architect/Engineer

Architect/Engineer: Beyer Blinder Belle Architects & Planners LLP
Address: 3307 M Street, NW
Washington, DC 20007
Contact Person: Hany Hassen, AIA
Contact Title: Project Architect
Contact Phone: (202) 333-8000
Contact Email: hhassan@bbbarch.com

5. Construction Manager

Name: Charron Consulting
Address: 21515 Ridgetop Circle, Suite 145
Dulles, VA 20166
Contact Person: Chris Charron
Contact Title: President
Contact Phone: (703) 406-2110
Contact Email: ccharron@charronconsulting.com

6. Contract Dates

NTP: 4/10/2006
Contractual Completion: 4/15/2009
Actual Completion: 4/15/2009

7. Description of Project



Built in 1849, the Old Courthouse is one of the oldest public buildings in Washington, DC and the centerpiece of the historic Judiciary Square. Owned and occupied by the DC Court of Appeals, this Greek Revival-inspired, limestone-veneered building is listed on the National Register of Historic Places and is designated as an official project of Save America's Treasures.

The renovation of the 140,000 SF structure includes restoring all architectural interior finishes and exterior walls and entrances, as well as replacing the roof, windows, elevators, HVAC, mechanical, fire, electrical, plumbing, security and communication systems. The scope of work included complex underpinning of the structure and associated excavation. Throughout the building, historic elements were restored as much as possible, including marble and terrazzo flooring, marble wainscot, historic decorative plaster ceilings. Additionally, conservation specialists restored the famous President Lincoln statue.

Through careful planning and execution, the end result is an exceptional building that meets the



functional needs of the DC Court of Appeals yet retains its historical significance and unique architectural character.

Project Awards:

- 2010 AGC of America, Aon Build Merit America Award-Building Renovation
- 2010 ABC of Washington Excellence in Construction - Mega Project
- 2009 AGC of DC Washington Contractor Awards

8. Cost

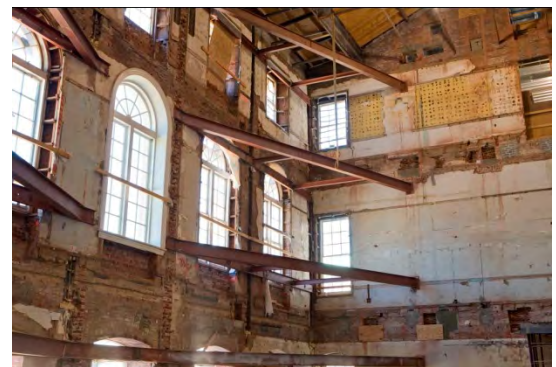
Original Contract Value: \$99,000,000
Final Contract Value: \$116,908,672

Value of Change Orders to date: \$17,908,672
Value of Owner-Initiated Change Orders to date: \$17,908,672
Change order costs are a direct result of the added scope and time for mitigation of unforeseen conditions and a delay in the Owner obtaining a building permit to begin construction.

Outstanding Claims to date: \$0

9. Bonding Company

Company: Travelers Casualty & Surety Company
Address: PO Box 173713
Denver, Colorado 80217
Contact Person: Richard Schultz
Contact Title: Vice President
Contact Phone: 720.200.8423
Contact Email: rcschultz@travelers.com





Attachment C

<input checked="" type="checkbox"/> Courthouse	<input checked="" type="checkbox"/> Historic Renovation
<input checked="" type="checkbox"/> Urban Project	<input checked="" type="checkbox"/> Local Project

1. Contractor Name

Architect Name: **Hensel Phelps Construction Co.**
Project Manager: Ed Gomez
Superintendent: Donald Cunningham

2. Project Name

Project Name / Facility Name: **H. Carl Moultrie Courthouse
Juvenile At-Risk Holding Facility**
Project Location: 500 Indiana Avenue, N.W.
Washington, DC 20001
Contract / Project # CSP-07-014
Project Delivery: Design-Bid-Build

3. Owner

Owner: District of Columbia
Superior Courts
Address: 616 H Street, NW
Washington, DC 20001
Contact Person: Joseph Sanchez
Contact Title: Contracting Officer
Contact Phone: (202) 879-2801
Contact Email: Joseph.Sanchez@dcsc.gov

4. Architect/Engineer

Architect/Engineer: HKS Architects
Address: 1920 L Street, NW
Washington, DC 20007
Contact Person: Alyson Kampel
Contact Title: Project Architect
Contact Phone: (202) 682-6289
Contact Email: akampel@HKSinc.com

5. Construction Manager

Name: Charron Consulting
Address: 21515 Ridgetop Circle, Suite 145
Dulles, VA 20166
Contact Person: Chris Charron
Contact Title: President
Contact Phone: (703) 406-2110
Contact Email: ccharron@charronconsulting.com

6. Contract Dates

NTP: 4/27/2007
Contractual Completion: 12/31/2008
Actual Completion: 5/04/2009
Schedule delay due to unforeseen conditions and owner requested changes.

7. Description of Project



The H. Carl Moultrie Courthouse Annex Juvenile / At-Risk Holding Facility in Washington, DC was a 22-month long interior renovation of three floors of below-grade office space. This daytime holding facility was built for juveniles who are brought to the courthouse for their specific judicial processing. This project was federally funded and monitored by the District of Columbia.

There were two architectural firms for this project: HKS (architect of record) and Gruzen Sampton (architect of design). The project encompassed approximately 10,000 SF with two phases of turnover: one in December 2007 and the other in December 2008. The end-user of this facility is the United States Marshals Service who works hand-in-hand with the District of Columbia Courts to provide the necessary security to court staff as well as the inmates who are brought to the courthouse.

Hensel Phelps self-performed the installation of all concrete and provided general carpenters for building specialty installation as well as on-site management of the project.



8. Cost

Original Contract Value: \$8,446,000

Final Contract Value: \$9,396,492

Value of Change

Orders to date: \$950,492

Value of Owner-Initiated

Change Orders to date: \$950,492

Unforeseen and changed
conditions and owner
requested modifications.

Outstanding

Claims to date: \$0

9. Bonding Company

Company: Travelers Casualty &

Surety Company

Address: PO Box 173713

Denver, Colorado 80217

Contact Person: Richard Schultz

Contact Title: Vice President

Contact Phone: 720.200.8423

Contact Email: rcschultz@travelers.com





Attachment C

<input checked="" type="checkbox"/> Detention	<input checked="" type="checkbox"/> PPEA	<input checked="" type="checkbox"/> Design-Build
<input checked="" type="checkbox"/> Local Project		

1. Contractor Name

Architect Name: **Hensel Phelps Construction Co.**
Project Manager: David Hutt
Superintendent: Brian Vladyka

2. Project Name

Project Name / Facility Name: **Loudoun County Adult Detention Center, Phase II**
Project Location: 42041 Loudoun Center Place
Leesburg, VA 20175
Contract / Project # None
Project Delivery: Virginia PPEA - Design-Build

3. Owner

Owner: Loudoun County Virginia
Address: 211 Gibson Street, NW
Leesburg, VA 22176
Contact Person: Lewis Rauch
Contact Title: Director
Contact Phone: (571) 258-3213
Contact Email: lrauch@loudoun.gov

4. Architect/Engineer

Architect/Engineer: AECOM
Address: 448 Viking Drive
Virginia Beach, VA 23452
Contact Person: Paul Garrison
Contact Title: Project Architect
Contact Phone: (757) 306-4000
Contact Email: Paul.garrison@aecom.com

5. Construction Manager

N/A. Hensel Phelps was the Design-Builder

6. Contract Dates

NTP: 8/20/2007
Contractual Completion: 1/1/2011
Actual Completion: 1/1/2011

7. Description of Project



The Loudoun County Adult Detention Center is a 112,000 SF state-of-the-art facility consisting of two housing units for 256 inmates, an intake addition, and renovation areas in side of the existing facility. The new intake building houses the intake processing area, administrative functions, a vehicle sallyport, and a fully-functional magistrates' office.

The **design-build** project is the cornerstone of several ongoing projects in one of the fastest-growing counties in the country. It included upgrades to the existing plumbing, mechanical, and electrical systems. The previous security system was phased out and replaced by a new security monitoring and control system with card access and guard tour systems, closed circuit television systems, intercom and paging systems, control screen stations, and video visitation.

The cells in the housing units are constructed of pre-cast concrete cell modules that arrived on the jobsite complete with interior finishes and furnishings. The modules were fabricated using a form liner allowing thin brick to be cast into the exterior in order to mimic the look of the existing facilities' brick and block.



8. Cost

Original Contract Value: \$57,251,546

Final Contract Value: \$61,814,070

Value of Change

Orders to date: \$4,562,524

*Value of Owner-Initiated
Change Orders to date:* \$4,562,524

Outstanding

Claims to date: \$0

9. Bonding Company

Company: Travelers Casualty &
Surety Company
Address: PO Box 173713
Denver, Colorado 80217
Contact Person: Richard Schultz
Contact Title: Vice President
Contact Phone: 720.200.8423
Contact Email: rscschultz@travelers.com





Attachment C

☒ Courthouse

☒ Urban Location

1. Contractor Name

Architect Name: **Hensel Phelps Construction Co.**
Project Manager: Richard Lewis
Superintendent: Lynn Leach

2. Project Name

Project Name / Facility Name: **U.S. Federal Courthouse**
Project Location: 401 W. Central Boulevard
Orlando, FL 32801
Contract / Project # GS-04P-00-EXC-0018
Project Delivery: Design-Bid-Build

3. Owner

Owner: GSA – National Capital Region
Address: 1800 F. Street, NW
Washington, DC 20006
Contact Person: Wylene Bell
Contact Title: Contracting Officer
Contact Phone: (404) 331-4617

4. Architect/Engineer

Architect/Engineer: Leers Weinzapfel Assoc. HLM
Design Joint Venture LLC
Address: 800 N. Magnolia Avenue
Orlando, FL 32803
Contact Person: Mr. Robert Egleston AIA
Contact Title: Project Architect
Contact Phone: (407) 992-6347
Contact Email: regleston@heery.com

5. Construction Manager

N/A

6. Contract Dates

NTP: 3/17/2004
Contractual Completion: 11/10/2007
Actual Completion: 5/29/2007
Project was completed **ahead of schedule** because phasing was combined.

7. Description of Project



Hensel Phelps Construction Co. was the general contractor for the new, multiple award-winning U.S. Courthouse in the Orlando Downtown Business District for the U.S. General Services Administration.

The six-story, 336,000 SF courthouse links to a parking garage and the George C. Young Courthouse and Federal Building. It features nine District Judge courtrooms, including a special proceedings courtroom and six Magistrate Judge courtrooms, as well as offices, sallyports, detention cells, and joint use GSA space for conference and training rooms. It also houses the District Court, the Clerk of Court, Pretrial Services, U.S. Probation, and the U.S. Marshals Service.

The building's unique yet security-sensitive design is built to embassy standards and includes a 10,500 SF blast-resistant curtain wall; a 140-foot-tall entrance tower clad with blast-resistant precast panels; and a stone-clad, five-story atrium with four glass-backed elevators. Windows and skylights in the lobby bathe the atrium with natural lighting. Each courtroom has richly colored wood-paneled walls, jury boxes, and courtroom seating.

GSA's Art in Architecture Program commissioned internationally renowned American abstract artist Al Held to create a design for a colossal glass artwork, approximately 50 feet high by 20 feet wide, to be the focal point of the atrium. The panel's glass pieces were shipped from Germany to China, where the panels were fabricated and



transported to Miami. They were then trucked to Orlando and carefully installed by the Hensel Phelps courthouse team. To further support the GSA's goal of integrating art and architecture, Held generously contributed five additional designs for the procession of windows along the length of the atrium leading to the large work. The entire ensemble of windows infuses the courthouse lobby with bold color and dynamic images.

This project was completed ahead of schedule due to combining the two-phases. We proceeded with the "link" at the same time as the building, which allowed us to complete Phase 2 ahead of substantially schedule.

Project Awards:

- 2007 Southeast Construction Magazine Judges Award
- 2007 Associated Builders and Contractors, Central Florida, ABC Excellence in Construction Awards, Project of the Year
- 2008 Associated Builders and Contractors, Central Florida, ABC Excellence in Construction Awards, Eagle Award, Institutional, \$50 - \$99 million

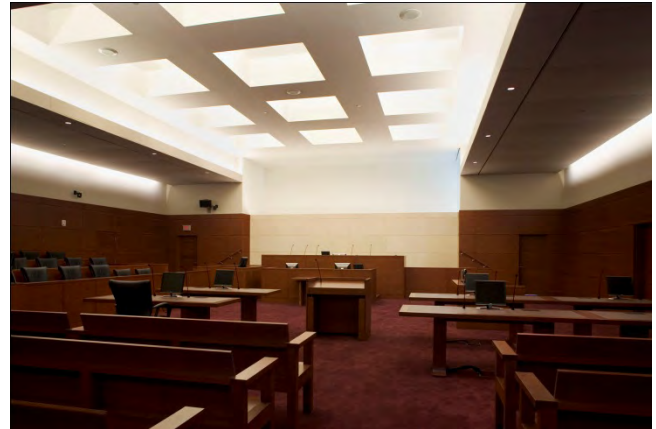
8. Cost

Original Contract Value: \$67,695,410
Final Contract Value: \$67,717,455

*Value of Change
Orders to date:* \$22,045

*Value of Owner-Initiated
Change Orders to date:* \$22,045

*Outstanding
Claims to date:* \$0



9. Bonding Company

Company: Travelers Casualty & Surety Company
Address: PO Box 173713
Denver, Colorado 80217
Contact Person: Richard Schultz
Contact Title: Vice President
Contact Phone: 720.200.8423
Contact Email: rcschultz@travelers.com



Attachment C

☒ Courthouse ☒ Design-Build ☒ Team Project

1. Contractor Name

Architect Name: **Hensel Phelps Construction Co.**
Project Manager: Harmon Anderson
Superintendent: Roger Naranjo

2. Project Name

Project Name / Facility Name: **Larimer County Justice Center and Courthouse Office Building**
Project Location: 200 West Oak Street
Fort Collins, Colorado 80521
Contract / Project # N/A
Project Delivery: Design-Build

3. Owner

Owner: Larimer County Colorado
Address: 2555 Midpoint Drive, Suite D
Fort Collins, Colorado 80525
Contact Person: Kevin Gibbs
Contact Title: Owner's Representative
Contact Phone: (970) 481-0716
Contact Email: kgibbs@larimer.org

4. Architect/Engineer

Architect/Engineer: **Fentress Architects**
Address: 421 Broadway
Denver, Colorado 80203
Contact Person: Brian Chaffee, AIA, LEED AP
Contact Title: Project Manager
Contact Phone: 202-337-5100
Contact Email: chaffee@fentressarchitects.com

5. Construction Manager

Hensel Phelps was the Design Builder

6. Contract Dates

NTP: 9/1998 (Justice Center); 12/2000 (Courthouse Office)
Contractual Completion: 8/2000 (Justice Center); 8/2003 (Courthouse Office)
Actual Completion: 8/2000 (Justice Center); 8/2003 (Courthouse Office)

7. Description of Project



The Larimer County Justice Center and Courthouse Office Building were two back-to-back design-build projects completed by the **Hensel Phelps/Fentress Architects team**.

The building's first two levels are designed to align with the neighboring buildings and allow the continuation of an unbroken street edge. The upper three floors are set back from the street-front property line. This design establishes an historic scale to the building while permitting abundant natural daylight into the building.

The main entrance is located across from the 4-level, 900-vehicle, 15,000 square foot, Civic Center Parking Garage and Retail Space, also designed by Fentress Architects.

The new Justice Center is home to **14 courtrooms**, district, county, municipal, and probationary offices, plus a law library. The courts layout utilizes three completely separate circulation routes for the principal participants (public, courts staff and prisoners) in the courtroom. These distinct circulation routes are essential for the safe operation of the courthouse facility.

The main public plaza is located southwest of the Civic Center and overlooks a community park. This plaza doubles as a forecourt for the Civic Center and an amphitheater for small lunch time performances or community gatherings of up to 3,000 people. The central feature of the plaza is a fountain, which is part of the city's public art program.



The south entrance gateway features a metal arch with cutouts representing the 12 jurors.



The **Courthouse Office Building** This project is a new five-story 158,000 square foot building that houses Larimer County's Assessor, Board of County Commissioners, County Clerk, Information Management Services, Natural Resources, Planning and Building, Public Works, Treasurer, and Veteran Services departments. The new building is on the same site as the old County Courthouse, which previously housed many of these departments.



The new building was constructed leaving the existing building operational until the new building was completed. The departments were then relocated to the new building and the existing building demolished. The goal was to provide for the county's space needs through the year 2010.

Daylighting and energy-efficient design concepts were incorporated into the new building. These include high windows to allow natural daylight deep

into the spaces, high efficiency low E glass, user controlled light switches to turn off exterior edge light zones when not needed in the day time, indirect light fixtures that allow a lower foot-candle level to achieve higher quality lighting, and task lights where needed. All these lower energy requirements for lighting allow for smaller air handler units and smaller sized ducts for the building. This building exceeds the requirements of the City of Fort Collins Energy Code.

8. Cost

Original Contract Value: \$25,233,600 (Justice)
\$14,069,455 (Courthouse)

Final Contract Value: \$25,498,046 (Justice)
\$22,831,807 (Courthouse)

Value of Change Orders to date: \$274,000 (Justice)
\$8,762,352 (Courthouse)

Value of Owner-Initiated Change Orders to date: Justice: \$274,000. Owner initiated changes: upgrade security hardware, add snow melt system, etc.

Courthouse: \$8,762,352. The increase in cost was a result of a contract modification which added a significant amount of SF to the building.

Outstanding Claims to date: \$0

9. Bonding Company

Company: Travelers Casualty & Surety Company
Address: PO Box 173713
Denver, Colorado 80217
Contact Person: Richard Schultz
Contact Title: Vice President
Contact Phone: 720.200.8423
Contact Email: rkschultz@travelers.com



Attachment C

☒ Courthouse ☒ Design-Build ☒ Team Project

1. Contractor Name

Contractor Name: **Hensel Phelps Construction Co.**
Project Manager: Allan Bliesmer
Superintendent: Leonard Plank

2. Project Name

Project Name / Facility Name: **Loveland Police and Courts Building**
Project Location: 810 East 10th Street, Suite 120
Loveland, Colorado 80537-4942
Contract/Project # N/A
Project Delivery: Design- Build

3. Owner

Owner: City of Loveland Police Depart.
Address: 500 East 3rd Street, Suite 110
Loveland, Colorado 80537
Contact Person: Mr. Luke Hecker
Contact Title: Chief of Police
Contact Phone: 970-962-2222
Contact Email: police@ci.loveland.co.us

4. Architect/Engineer

Architect/Engineer: **Fentress Architects**
Address: 421 Broadway
Denver, Colorado 80203
Contact Person: Brian Chaffee, AIA, LEED AP
Contact Title: Project Manager
Contact Phone: 202-337-5100
Contact Email: chaffee@fentressarchitects.com

5. Construction Manager

Hensel Phelps-Design Builder

6. Contract Dates

NTP: 12/2000
Contractual Completion: 5/2002
Actual Completion: 5/2002

7. Description of Project



The Loveland Police and Courts Complex provides administrative offices for the City of Loveland Police Department as well as two courtrooms for Larimer County, District and City Attorney's offices and a municipal court for the City of Loveland. This design-build project with the **Hensel Phelps / Fentress Architects** team required special approval through the City of Loveland planning review process.

The project was a two-story, two-winged, 100,000 SF building with a below-grade basement situated on nine acres. The building features a modern design blended with "old town" materials and detailing, requiring the building skin to have a combination of finishes. The mixed palette gathers stone, intricate designs of multicolored brick, an exterior plaster finish system, metal paneling, and storefront for dramatic organic-textured facade.

The interior has the same impact, inviting guests into a warm and welcoming environment that camouflages three separate circulation routes for public, private, and secured pedestrian movement. Visitors enter the building through a cherry and porcelain-clad lobby vestibule with a two-story atrium that houses an octagonal skylight. Natural ambient light floods the first floor lobby and main corridor, while high-performance glazing on exterior windows increases energy efficiency.



Within the courts facilities, three separate circulation paths are provided – public, private and secured – maximizing building safety and ease of use for all court participants. Six city and county agencies are consolidated within the building, including the police department, city attorney and municipal courts including 1 courtroom, as well as, county courts with 2 courtrooms, probation department and district attorney.

8. Cost

Original Contract Value: \$12,800,000
Final Contract Value: \$15,150,560

Value of Change Orders to date: \$2,350,560

Value of Owner-Initiated Change Orders to date: \$2,350,560

Outstanding Claims to date: \$0

9. Bonding Company

Company: Travelers Casualty & Surety Company
Address: PO Box 173713
Denver, Colorado 80217
Contact Person: Richard Schultz
Contact Title: Vice President
Contact Phone: 720.200.8423
Contact Email: rcschultz@travelers.com



Project Award:

- 2002, AGC, ACE - Award for Construction Excellence; Design-Build (over \$10 Million), Prime Contractor



Attachment C

<input checked="" type="checkbox"/> Historic	<input checked="" type="checkbox"/> Design-Build
<input checked="" type="checkbox"/> Team Project	<input checked="" type="checkbox"/> Urban Site

1. Contractor Name

Contractor Name: Hensel Phelps Construction Co.
Project Manager: Bryan Amarel
Superintendent: Larry Killian

2. Project Name

Project Name / Facility Name: Sacramento City Hall
Project Location: 915 I Street
Sacramento, California 95814
Contract/Project#: N/A
Project Delivery: Design-Build

3. Owner

Owner: Department of General Services,
City of Sacramento
Address: 5730 24th Street, Bldg. 4
Sacramento, California 95822
Contact Person: E.C. Looi PE, PMP, CCE
Contact Title: Retired City Sr. Construction Mgr.
Contact Phone: (916) 225-3452
Contact Email: eclooi@comcast.net

4. Architect/Engineer

Architect/Engineer: Fentress Architects
Address: 421 Broadway
Denver, Colorado 80203
Contact Person: Tom Theobald
Contact Title: Project Manager
Contact Phone: (303) 722-5000
Contact Email: theobald@fentressarchitects.com

5. Construction Manager

Hensel Phelps –Design-Builder

6. Contract Dates

NTP: 1/2003
Contractual Completion: 4/2005
Actual Completion: 4/2005

7. Description of Project



In order to better serve the needs of its citizens, the City of Sacramento hired David S. Taylor Interests, Inc. to develop a new city hall complex in downtown Sacramento. Designed and constructed by the **Hensel Phelps / Fentress Architects** Team, the new City Hall building consists of five floors of office and multi-use space and one subterranean level of parking. The new space accommodates 730 employees and consists of 301,000 SF. The parking garage accommodates 178 vehicles. The major components of the structure are structural steel with concrete on metal deck and an exterior precast skin system.

Between the buildings is a plaza, or “public room,” bounded on one side by the curve of the new façade.

In conjunction with the new construction, Hensel Phelps restored Sacramento’s stately 1910 historic City Hall building to its original grandeur. The exterior façade, which is constructed of granite, brick, and terra cotta, was refurbished, while the remainder of the building underwent extensive tenant improvements including modernization of the mechanical, electrical, and plumbing systems to make the building more usable for city employees.



Project Awards:

- 2007, Design Build Institute of America (DBIA), Western Pacific Chapter DBIA Western Pacific Chapter Design-Build Award
- 2007, California Preservation Foundation, California Preservation Foundation Design Awards
- 2007, International Partnering Institute, Ruby Legacy Partnered Project Award



Recognizing Hensel Phelps Construction Company General Contractor Sacramento City Hall Complex

WHEREAS, Hensel Phelps Construction Co. was selected as general contractor and leader of the construction team of the Historic City Hall renovation, with responsibility for all aspects of construction including coordinating with the design team and various subcontractors to ensure the project was constructed safely, on schedule, within budget, and to meet the City's building codes and quality standards; and

WHEREAS, this firm, as one of the industry's most highly regarded companies, brought to the project its heritage of superior performance, uncompromising commitment and ability to perform quality construction in a cost-effective manner; and

WHEREAS, this firm is constantly ranked among the top general contractors and construction managers in the nation and maintains a genuine commitment to the people, project and community of Sacramento; and

WHEREAS, the City of Sacramento's City Hall Complex is another example of Hensel Phelps' excellence as a construction company, teamwork, and project success.

NOW, THEREFORE, BE IT RESOLVED, by the Mayor and Council of the City of Sacramento, that we do hereby applaud Hensel Phelps Construction Company for its design, commitment and teamwork in interior architecture and design of Sacramento's new City Hall.

ISSUED: This 21st Day of July 2005.

HEATHER FARGO, MAYOR

STEVE COON, DISTRICT THREE

KEVIN MCCARTY, DISTRICT SIX

RAY TRETHEWAY, DISTRICT ONE

ROBERT KING, DISTRICT FOUR

BONNIE WATERS, DISTRICT SEVEN

SANDY SHADY, DISTRICT TWO

LAUREN R. HAMMOND, DISTRICT FIVE

BONNIE J. PANSELL, DISTRICT EIGHT

8. Cost

Original Contract Value: \$105,070,853
Final Contract Value: \$100,171,853

Value of Change Orders to date: \$4,899,000—Due to archeological findings.

Value of Owner-Initiated Change Orders to date: \$0

Outstanding Claims to date: \$0

10. Bonding Company

Company: Travelers Casualty & Surety Company
Address: PO Box 173713
Denver, Colorado 80217
Contact Person: Richard Schultz
Contact Title: Vice President
Contact Phone: 720.200.8423
Contact Email: rkschultz@travelers.com



Attachment C

<input checked="" type="checkbox"/> Corrections	<input checked="" type="checkbox"/> Design-Build
<input checked="" type="checkbox"/> Urban Site	

1. Contractor Name

Contractor Name: **Hensel Phelps Construction Co.**
Project Manager: Brent Helmandollar
Superintendent: Shane Fisher

2. Project Name

Project Name / Facility Name: **Youth Services Center**
Project Location: 1001 Mount Olivet Road, NE
Washington, DC 20002
Contract / Project # N/A
Project Delivery: Design-Build

3. Owner

Owner: Construction Services
Administration, LLC
Address: 1133 North Capital Street, NE
Washington, DC 20002
Contact Person: Michael Brown
Contact Title: Director
Contact Phone: (202) 535-2741
Contact Email: mbrown@dchousing.org

4. Architect/Engineer

Architect/Engineer: Hellmuth, Obata + Kassabaum
Address: 3223 Grace Street NW
Washington, DC 20007
Contact Person: Robert Karamitsos AIA
Contact Title: Project Architect
Contact Phone: (202) 944-1505
Contact Email: Robert.Karamitsos@hok.com

5. Construction Manager

Hensel Phelps – Design-Builder

6. Contract Dates

NTP: 2/15/2002
Contractual Completion: 11/24/2004
Actual Completion: 11/24/2004

7. Description of Project



Hensel Phelps Construction Co. was the design-builder of the Youth Services Center, a detention facility dedicated to the special needs of youthful offenders located in Washington, DC. The 115,000 SF center is organized formally into three distinct elements: the support wing that includes police processing and educational and medical areas; the resident housing units designed for security, safety and support; and the community services area for use by the local community. These elements are distinctly separate yet allows for selected areas of the complex to be openly shared among the residents, law enforcement personnel and the community. The Youth Services Center also includes a 4,350 SF courtyard that encourages outdoor activities for residents and visitors to the center.

Project Awards:

- 2005 AGC Washington Contractors Award for Design-Build Contractors
- 2005 DBIA Design-Build Excellence Award for Public Sector Work.



8. Cost

Original Contract Value: \$31,200,000
Final Contract Value: \$31,963,755

Value of Change
Orders to date: \$763,755
Value of Owner-Initiated
Change Orders to date: \$763,755
Outstanding
Claims to date: \$0

9. Bonding Company

Company: Travelers Casualty &
Surety Company
Address: PO Box 173713
Denver, Colorado 80217
Contact Person: Richard Schultz
Contact Title: Vice President
Contact Phone: 720.200.8423
Contact Email: rcschultz@travelers.com

